

Babergh and Mid Suffolk District Councils

Councillor Induction Handbook

2023



BABERGH MID SUFFOLK DISTRICT COUNCILS
www.babergh.gov.uk
www.midsuffolk.gov.uk



Endeavour House Opening Times

Monday - Friday:

Building:

6am - 8pm

Reception:

8am-5pm

Saturday - Sunday:

Closed



New Member First Aide Key Contacts

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Ifty Ali

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Tel: 01449 724694



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Contents

| | |
|--|-------------------------------------|
| Section 1 – Orientation..... | 7 |
| 1.1 Accessing Endeavour House..... | 8 |
| 1.2 Health and safety..... | 9 |
| 1.3 Car parking..... | 11 |
| 1.4 Meeting rooms..... | 11 |
| 1.5 Expenses and allowances..... | 12 |
| 1.6 IT and equipment..... | 12 |
| 1.7 Democratic Services support..... | 13 |
| Section 2 – Getting to know the District Council..... | 15 |
| 2.1 Our Values..... | 16 |
| 2.2 Key contacts..... | 17 |
| 2.3 Who does what?..... | 23 |
| 2.4 Guide to service areas..... | 24 |
| Assets and Investments..... | 24 |
| Business Improvement..... | 26 |
| Communities..... | 27 |
| Commissioning & Procurement..... | 27 |
| Communications..... | 27 |
| Customer Services..... | 28 |
| Emergency Planning, Business Continuity & Health & Safety..... | 28 |
| Financial Services..... | 29 |
| Food & Safety..... | 30 |
| Housing..... | 33 |
| HR & Organisational Development..... | 34 |
| Information Management (IT)..... | Error! Bookmark not defined. |
| Law & Governance..... | 35 |
| Planning..... | Error! Bookmark not defined. |
| Public Realm..... | 40 |
| Environmental Protection..... | 30 |
| Waste..... | 41 |
| 2.5 Useful websites and resources..... | 41 |
| Section 3 – Finance..... | 43 |
| 3.1 Business rates..... | 45 |
| 3.2 Budgets..... | 45 |
| 3.3 Income and expenditure..... | 46 |
| Section 4 – The Legal Framework..... | 47 |
| 4.1 Code of Conduct..... | 48 |
| 4.2 Constitution..... | 48 |
| 4.3 Governance Structure of the Councils..... | 52 |
| Section 5 – The Role of a Councillor..... | 53 |
| 5.1 The role of Ward Councillor..... | 54 |
| 5.2 Skill framework for elected councillors..... | 55 |
| 5.3 Role Profiles..... | 57 |
| Ward Councillor..... | 58 |

| | |
|--|-----|
| Cabinet Member | 61 |
| Cabinet Member without Portfolio | 65 |
| Chair of the Joint Audit & Standards Committee | 69 |
| Chair of the Licensing and Regulatory Committee | 72 |
| Chair of the Overview and Scrutiny Committee | 75 |
| Chair of the Planning/Development Control Committee | 79 |
| Leader of the Council | 81 |
| Deputy Leader of the Council | 85 |
| Chairman of the Council | 88 |
| Deputy Chairman of the Council | 90 |
| Deputy Leader of an Opposition Group | 92 |
| Lead Member | 95 |
| Opposition Group Leader | 99 |
| Mental Health Member Champion | 103 |
| Armed Forces Covenant Member Champion | 106 |
| Chair of the Shared Revenues Partnership Joint Committee | 109 |

Section 6 – Register of Interests, Gifts, and Hospitality111

| | |
|--|-----|
| 6.1 Disclosable Pecuniary Interests (DPIs) | 113 |
| 6.2 Local Non-Pecuniary Interests (LNPIs) | 113 |
| 6.3 Declaring interests at meetings | 114 |
| 6.4 Dispensations | 115 |
| 6.5 Sensitive interests | 116 |
| 6.6 Gifts and hospitality | 116 |
| 6.7 Suffolk local code of conduct: flowchart | 117 |

Section 7 – Councillors and the Media118

| | |
|--|-----|
| 7.1 The Council and the media | 119 |
| 7.2 Individual councillors and the media | 119 |

Section 8 – Councillor Development Training Schedule.120

| | |
|--|-----|
| 8.1 Member Learning and Development Policy | 121 |
| 8.2 Online training resources | 134 |

Section 9 – Glossary of Local Government Terms136

| | |
|--|-----|
| Suffolk County Council Electoral Divisions Map 2005–2025 | 141 |
| Suffolk County Council Electoral Divisions Map 2025 | 143 |
| Babergh Mid Suffolk Ward Map | 145 |

Section 10 – Appendices146

| | |
|--|-----|
| Appendix A: Endeavour House location | 147 |
| Appendix B: Endeavour House floor plans & meeting rooms | 148 |
| Appendix C: Suffolk Local Code of Conduct | 153 |
| Appendix D: Local Councillor’s Guide to Personal Safety | 160 |
| Appendix E: Safeguarding | 163 |
| Appendix F: GDPR and cyber security | 169 |
| Appendix G: Councillor and officer protocol | 174 |
| Appendix H: Using the Mod.gov app to access council papers | 176 |

Welcome to the Councillors' Induction Handbook

May 2023

Dear Councillor
Congratulations on your election to Babergh/Mid Suffolk District Council.

Councillors play a vital role in the work of the Council, and we are eager that you should be able to contribute fully.

As a starting point, I would ask that you read this information pack that we have put together for you.



I look forward to working with you, as do the rest of Babergh and Mid Suffolk District Councils officers, and I know that together we will be able to make the Council even more successful and deliver even better services to our residents.

Yours sincerely

A handwritten signature in blue ink, appearing to read 'Arthur Charvonia'.

Arthur Charvonia
Chief Executive



1

Section 1 - Orientation

1.1 Accessing Endeavour House

Address

8 Russell Road, Ipswich, IP1 2BX.
A detailed map of the building's location can be found in **Appendix A**.



Opening Hours

Endeavour House is open between 6am-8pm Monday to Friday. The main Reception is only open between 8am-5pm, and councillors will have to use the staff entrance to enter and exit the building between 6am-8am and 5pm-8pm. The main reception may occasionally be open later for Council meetings.

Building Access

A security card is needed to access the building. You will be issued one of these at your induction training.

Offices

BMSDC staff are located on Gold Floor 1. You can see the office layout and the location of the meeting rooms in **Appendix B**.



There are kitchens available on each floorplate, with tea and coffee provided. There are no microwaves on site. Food and drink can be purchased from the cafeteria on the ground floor or from the Coffee Shop on the first floor.

1.2 Health and safety



Fire alarm tests are conducted every Thursday at 9:10am at Endeavour House. In an emergency the fire alarm will sound. Do not use the atrium lifts or central staircases. Progress to the fire escape staircases, and fire marshals will direct you to the Assembly Point at Ipswich Town Football Club.

Fire

- Activate the nearest fire alarm call point.
- Report details to Reception on 01473 264 444 or extension no. 4444.
- Ring 999 if out of Reception hours.
- Provide eyewitness account to the person responsible on the scene.
- Exit the building by the nearest safe route.

Evacuation

- Instructions to evacuate will be announced via the PA system.
- Exit by the nearest safe route and follow the escape routes, without using the atrium lifts or central staircases. Fire lifts are located in the central core.
- Congregate at the Assembly Point at Ipswich Town Football Club.
- Designated fire wardens will 'sweep' their areas.

First Aider

- Ring Reception on 01473 264 444 or extension number 4444. Reception will then use the PA system to call for first aid assistance.
- Tell Reception if a casualty is conscious or unconscious, and their location. A defibrillator can be taken to the scene.



1.2 Health and Safety

Visitors



If you are expecting visitors at Endeavour House, you will need to inform Reception.

Reception will contact you when your visitor has arrived, and you will be responsible for collecting them and escorting them through the building. They must wear a visitors security card which will need to be dropped off at Reception upon their departure.

Miscellaneous Health and Safety notes

Smoking

Smoking and vaping are not permitted anywhere on the site. If you wish to smoke, use the public footpath beyond the site's boundaries, near the staff entrance.

Heaters

Portable fans and heaters are not permitted as they will affect the building's temperature regulation.

Tailgaters

Be aware of 'tailgaters' who may try and follow you through the security gates. If you see anyone who is not wearing their ID badge or who is acting in a suspicious way, notify Reception immediately.

FURTHER SAFETY

For more councillor-specific safety advice, please see Appendix D of this document.

1.3 Car parking

Car parking is provided on a first-come first-served basis. There are two car parks available to councillors: an open-air street level car park and an enclosed multi-storey car park, both on Constantine Road. A security card is required to access the car parks.

Councillors do not need to pay for parking but must provide details of their car (registration number) to:

Committees@babermidsuffolk.gov.uk

If you choose to use a public car park, then you need to retain the parking ticket and claim it back.

Endeavour House, or in the Rose Room, gold block, second floor.

If you need to book larger rooms than these, please contact Democratic Services.

All full council meetings will take place in the King Edmund Chamber at Endeavour House, on the second floor, near Gold Block. There is seating available for the press and for the public but for meetings where large numbers of the public are expected to attend, we will arrange for the meeting to be broadcast live in the Elisabeth Frink Room on the ground floor. Please note that drinks cannot be brought into the King Edmund Chamber.

It may be possible to hold some other meetings in the districts if there is an item of particular community interest. This will be at the discretion of the meeting Chair and subject to the conditions of a transparent meeting being held.

1.4 Meeting rooms

Larger meetings can be held in the large, shared meeting rooms on the ground floor of

1.6 IT and Equipment

1.5 Expenses and allowances

There are several travel discounts and free travel schemes available for members. For more information, go to Connect.

Travel expenses can also be reclaimed, a guide for Councillors can be found on Connect.

Allowances are paid on a monthly basis through the payroll system. Details regarding allowances and expenses can be found on the Council's website under the document 'members allowances scheme':

Babergh:

<https://baberghmidsuffolk.moderngov.co.uk/documents/s13611/Members%20Allowances%20Scheme.pdf>

Mid Suffolk:

<https://baberghmidsuffolk.moderngov.co.uk/documents/s13622/Members%20Allowances%20Scheme.pdf>

1.7

1.6 IT and equipment

You can access IT support through the IT webchat service from the home page on CONNECT, or by calling 01473 265 555. Alternatively, you can access support direct via the web here Support : Suffolk IT (freshservice.com).

All councillors will be provided with IT equipment. All councillors will be given an email address:

firstname.lastname
@babergh.gov.uk

firstname.lastname
@midsuffolk.gov.uk

This email address will be accessible from your council-owned laptop or your personal device.

All councillors will have to complete online IT training. The training will cover:

- Acceptable use of IT equipment

- Acceptable use of email
- Remote working
- Data protection
- Records management and information handling
- Procedures for managing information security incidents

During your induction training, you will receive some basic training on how to use your equipment. There is also online training available at: <https://suffolk.learningpool.com/course/index.php?categoryid=52>

Please contact janice.robinson@babberghmidsuffolk.gov.uk if you think you require further training in any of the below areas:

- Send and receive emails (and attachments)
- Basic keyboard skills.
- Microsoft Word, Excel, Outlook, including to open, save, and print documents.
- Using the internet for research or accessing learning resources.

1.7 Democratic Services support

Governance Support Team









Team Email address:

committees@babberghmidsuffolk.gov.uk

All team Members are responsible for the following:

- Agenda preparation, clerking meetings and production of Minutes in line with all statutory provisions and other legal requirements
 - Publishing agendas and publishing committee meetings
 - Co-ordinate and attend briefings associated with Committees
 - Co-ordinate member training associated with Committees
 - Advice and interpretation of the Constitution for Committee purposes
 - Occasional research for Committees or related historical research
- Assist Members with Endeavour House facilities such as car parking registration. You can find a full programme of Council and Committee meetings on Connect.

1.7 Democratic Services

| | Title | Main Areas of Responsibility in the Committee Team | @babberghmid suffolk.gov.uk |
|---|--|---|--|
|  | Corporate Manager – Democratic Services | Babergh and Mid Suffolk Councils Meetings | janice.robinson T: 01473 296472 |
| Jan Robinson | | | |
|  | Assistant Manager Governance | Babergh and Mid Suffolk Cabinets, Babergh Cabinet Briefings, Mid Suffolk Administration Briefings, and Opposition Briefings | henriette.holloway T: 01449 724681 M: 07860 832302 |
| Henriette Holloway | | | |
|  | Lead Officer – Planning and Development | Development Control A and Planning Referral Committee and Babergh Planning Committee. | claire.philpot T: 01473 296376 M: 07860 826376 |
| Claire Philpot | | | |
|  | Lead Officer – Regulatory and Civic Office | Babergh and Mid Suffolk Licensing and Regulatory Committees and Sub-Committees, Council Agenda. Timetable of meetings. Add Members allowances to the ITrent system. Support Civic Office. | karen.sayer T: 01473 296373 M: 07860 829509 |
| Karen Sayer | | | |
|  | Lead Officer – Overview and Scrutiny | Development Control B Committee and Overview and Scrutiny Committees | alicia.norman T: 01473 296384 |
| Alicia Norman | | | |
|  | Lead Officer – Members and Systems | General Member Support including supporting the Member Learning and Development Working Group, Member Training and Research. Modern.Gov Maintenance, Improvements and training | mandy.smith T: 01449 724684 |
| Mandy Smith | | | |
|  | Governance Support Officer | Babergh and Mid Suffolk Joint Audit and Standards Committee, and assisting Overview and Scrutiny Committees. | bethany.webb T: 01449 724683 |
| Beth Webb | | | |
|  | Governance Support Officer | General support and projects | patrick.richardson-todd T: 01449 724910 |
| Patrick Richardson-Todd | | | |

2

Section 2 - Getting to know the District Council

2.1 Our Values

Our organisations’ values have been developed by our own employees and set out what we ‘believe in’. These values influence everything we say and do – from our working environment to our policies, leadership, language and, of course, our behaviours.

We believe that the talent, knowledge, and dedication of **our people**, combined with a culture that encourages **openness**, and

ambition, will help us deliver the best possible results for **our residents**, **communities**, and **districts**.

We want our values to create a culture that is passionate and proud, that celebrates our successes and our achievements, and sets out how we expect our workforce to behave.

We hope our members will share this aspiration and be willing role models for our values in their dealings with colleagues, officers, and their communities.



2.2 Key contacts

@babberghmidsuffolk.gov.uk



Chief Executive
*Head of Paid Service
Arthur Charvonia
arthur.charvonia
T: 01449 724802

Deputy Chief
Executive
Kathy Nixon
kathy.nixon
T: 01449 724964



Directors

Economic Growth and
Climate Change
Fiona Duhamel
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01449 724608

Assets and Investments
(CIFCO and Gateway14)
Emily Atack
emily.atack
01473 265372
07543 237628

Customers, Digital Transformation,
and Improvement
Sara Wilcock
sara.wilcock
01473296473
07894 229019



Operations
Mark Emms
mark.emms

HR and OD
Suzanne Hughes
suzanne.hughes
01449 724631

Planning and Building
Control
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tom.barker
01449 724647
07747 460301



Housing
Deborah Fenton
deborah.fenton



Corporate Resources
Melissa Evans
melissa.evans
01473 296320






(interim) Law and
Governance
Ifty Ali
ifty.ali
T: 01449 724694



(interim) Communities and
Wellbeing
Di Robinson
di.robinson
01449 724850

2.2 Key Contacts

Key Contacts for Planning and Building Control

| | |
|---|---|
|  <p>Strategic Planning Robert Hobbs robert.hobbs 01449 724812</p> | <p>Chief Planning Officer Planning Philip Isbell philip.isbell 01473 296360</p> |
| <p>Service Improvement Advisor David Clarke david.clarke 01449 724651</p> | <p>Building Control Paul Hughes paul.hughes 01449 724502</p>  |
| <p>Head of Strategic Policy, Performance and Insight Jo Hobbs jo.hobbs 01449 724620</p>  | |

Key Contacts for Housing

| | |
|---|--|
|  <p>Tenant Services Robert Longfoot robert.longfoot 01449 724930</p> | <p>Building Services [Vacant]</p> |
|  <p>Housing Transformation David White david.white 01449 724833</p> | <p>Housing Solutions Amma Antwi-Yeboah amma.antwi-yeboah 01449 724873</p>  |
| <p>Suffolk Housing Board Programme David Cumming david.cumming</p> | |

Section 2 Getting to know the District Council

Key Contacts for Operations

Public Realm
Will Burchnall
will.burchnall
01449 724591



Recycling,
Waste & Fleet
Oliver Faiers
oliver.faiers
01449 778621

Parking Services
[Vacant]

Public Protection
Tracy Howard
tracy.howard
01449 724845



Health and Safety, Business
Continuity & Emergency
Planning

[Vacant]

Service Improvement
Sharon Bayliss
sharon.bayliss
01473 296316



Key Contacts for Law and Governance



Internal Audit
John Snell
john.snell
01473 296336



Democratic Services
Janice Robinson
janice.robinson
01473 296472

Electoral Services
Edward McCreadie
edward.mccreadie
01449 724953

2.2 Key Contacts

Key Contacts for Corporate Resources

Financing and Commissioning &
Procurement
VACANT

Key Contacts for Customer Services



Communications &
Engagement
Brad Jones
brad.jones
01473 264388

Customer Operations
Samantha Lake
samantha.lake
01449 745177

ICT & Programme
Management
Matthew Harding
matthew.harding
01473 296333

Strategic Policy,
Performance, and Insight
Jane Kennedy
jane.kennedy
01449 724687

Key Contacts for Human Resources



HR Change & Project
Teresa Dedman
teresa.dedman
01449 724660

Employee Experience & OD
Palvinder Singh
tony.singh
01449 724612

HR Support & ER
Sarah Chenery
sarah.chenery

Section 2 Getting to know the District

2

Key Contacts for Economic Growth & Climate Change



Economy &
Business
Michelle Gordon
michelle.gordon
01473 296332

Regeneration &
Capital Projects
Lee Carvell
lee.carvell
01449 724649



Climate Change
Ian Bowers
ian.bowers
01449 724852

Town Centre Vision
Coordinator
Tabitha Runacres
tabitha.runacres
01449 724629



Key Contacts for Assets and Investment



Strategic Property
Sara Cameron
sara.cameron
01449 724742

Company Secretary and
Executive Assistant

[Vacant]

The Councils'
Companies
Holly Brett
holly.brett
01449 724879



Key Contacts for Communities & Wellbeing



Communities
Victoria Moseley
vicky.moseley
01449 724642

2.2 Key Contacts

Key Contacts for Shared Revenue Partnership

Revenues Manager - Council tax
& Business Rates

Andrew Kidby

andrew.kidby@ipswich.gov.uk

01473 433850

Head of Shared Revenues Partnership - Council
tax & Business Rates

Andrew Wilcock

andrew.wilcock@ipswich.gov.uk

01449 724812



Head of Shared Revenues Partnership - Benefits
Amy Mayes

amy.mayes@ipswich.gov.uk

01473 433811

Shared Services Operations Manager - Benefits
Tina Williams

tina.williams@ipswich.gov.uk

01473 432697

Key Contacts for Shared Legal Partnership

Service Manager
Theresa Halliday

theresa.halliday@westsuffolk.gov.uk

01284 757144

2.3 Who does what?

There are three tiers of local government in Suffolk; the County Council, the Districts and Parish/Town Councils. There is sometimes confusion about which services are provided by the Parish/Town Councils, District Councils and which are provided by the County Council. This list shows the major services provided at County, District and Parish/Town level.



| | | |
|--------------------------------------|------------------------------|-----------|
| Children and young people's services | Adult and community services | Libraries |
| Recreation and the arts | Museums and heritage | Highways |
| Fire and public safety | Waste disposal | Transport |



| | | |
|----------------------|----------------------------|--|
| Community safety | | Economic development |
| Pavement gritting | | Environmental health |
| Leisure | Electoral registration | Licensing (premises, taxis, etc) |
| Housing | Housing Benefits | Planning and development |
| Street Cleaning | Sports and leisure centres | Waste collection |
| Parking (Off Street) | Parks | Shared Revenues Partnership (revenue collection and council tax) |



2.3 Who does what?

Parish/Town Council*

| | | |
|--|-------------------|------------------------------------|
| Allotments | Public clocks | Play areas and play equipment |
| Bus shelters | Community centres | Grants to help local organisations |
| Consultation on neighbourhood planning | | |
| Graffiti | Litter | Fly posting |

* Parish/Town Councils have the power to issue fixed penalty fines for issues pertaining to topics in red (above).

2.4

2.4 Guide to service areas

Assets and Investments

The Assets and Investments Team supports the wider incorporated group company structure, which includes;

MSDC (Suffolk Holdings) Ltd;

BDC (Suffolk Holdings) Ltd and;

CIFCO Capital Ltd, their jointly owned capital investment company;

Gateway 14 Ltd;

Babergh Growth Ltd; and

Mid Suffolk Growth Ltd.

2.4 Guide to service areas

The companies are made up of non-executive directors and Councillor and officer directors.

CIFCO Capital Ltd has approval of capital borrowing of £50M from each Council, for investment in commercial property, to generate a revenue income return for the Councils.

Gateway 14 Ltd was established by Mid Suffolk as a vehicle to bring forward the development of 100-acre employment site adjacent to the A14 on the outskirts of Stowmarket to support the economy of the District.

Babergh Growth Ltd and Mid Suffolk Growth Ltd are two newly incorporated companies that have been established to assist the Council with the delivery of housing within their districts. Their first projects will be the redevelopment of the former HQ sites in Hadleigh and Needham Market.

In addition to the commercial activities operated under the company vehicles, the Councils' deliver investment directly through development opportunities and asset management within the Housing and Regeneration and Strategic Asset Management teams. These

teams also manage key day to day activities such as the management of Right to Buy Receipts.

Making recommendations on acquisitions and disposals to generate income or achieve other strategic priorities, reviewing and negotiating lease renewals on a rolling basis, identifying development sites, looking at alternative uses for empty properties, reviewing the performance of assets, granting wayleaves and easements to generate income, and working with other public-sector partners to maximise the potential of land and property in the districts.

Section 2 Getting to know the District Council

Business Improvement

The Business Improvement Team support and enable the transformation and change needed across the organisation in order to deliver the Joint Strategic Plan through the following functions:

Performance Management

Producing quarterly reports to allow Councillors to view trends, read examples of good performance and achievements, and seek assurances that further improvement actions are underway where needed.

Awards & Nominations

Coordinating and producing nominations for national and local awards to showcase the councils' achievements and the impacts on residents.

Programme & Project Management

The organisation is supported in having and maintaining project governance. The team produce monthly reports for the Senior Leadership Team to ensure projects are appropriately delivered on time and on budget.

Equality & Diversity

Ensuring our duties are implemented under the Equalities Act 2010 through; awareness and training, equalities screening and the completion of Equality Impact Assessments (EQIAs) for major decisions

Research, Analysis & Policy Development

Feeding the organisations views into appropriate consultations on national and local policy developments. Undertaking research and carrying out intelligence, insights, and analysis to develop intelligence and evidence-based strategies, policies, and decisions

2.4 Guide to service areas

Communities

The Communities team deals with helping communities to achieve their own aspirations, providing grant funding or other external funding support, and supporting community safety as well as health and wellbeing and community engagement. The service is responsible for helping communities to access the rights granted to them under the Localism Act. Much of the focus for the team is described in the recently adopted Joint Communities Strategy.

Communications

The Communications Team works to help the council and its leadership inform, engage, and connect with stakeholders to enhance the councils' reputation as well as maintain and enhance the organisation's brand identity.

This includes managing the councils' social media, dealing with press enquiries, and promoting the councils' activities through external channels such as the website, press releases and print materials.

The team also performs internal communications functions to engage and inform staff and members providing updates on organisational changes through email, staff newsletters and the intranet.

Commissioning & Procurement

The Commissioning and Procurement Team provide the framework, technical expertise, and tools to achieve the Joint Strategic Plan priorities of the Councils, through facilitating effective partnerships with a range of commercial, voluntary and other public organisations that deliver a wide range of goods, service and works.

Section 2 Getting to know the District Council

Customer Services

The Customer Services team delivers initial contact with the councils for customers through face-to-face, telephone and electronic forms submitted via the website as well as providing corporate support for the Councils complaints process and coordination of freedom of information requests.

The team aim to resolve queries at the first point of contact, deliver a high-quality service and ensure customers are central to the organisation's work

They are continuously improving the service through understanding and using emerging technology, and deliver digital skills session across the Districts.

The team provides face to face services through our Stowmarket centre in Ipswich Street and from Sudbury Library, Hadleigh Library and Shotley library. Staff are trained in dealing with specific enquiries, such as General, Council Tax or Housing.

Emergency Planning, Business Continuity & Health & Safety

Provide competent support and advice to the organisation in matters relating to the arrangements for health and safety as an employer. Working with the Joint Emergency Planning Unit (a shared service across Suffolk) the team ensures the preparedness of the two councils to respond to a major incident and the business continuity planning of the organisation to sustain critical services during unplanned disruption.



2.4 Guide to service areas

Financial Services

The Financial Services Team provide support and advice to the organisation in all financial matters, as well as undertaking the statutory financial responsibilities of the councils e.g., production of the annual Statement of Accounts and Budget.

2

Shared Revenues Partnership

The Shared Revenues Partnership was formed in April 2011 to provide Revenue and Benefit services for Babergh District, Ipswich Borough and Mid Suffolk District Councils.

Revenues and Benefits services include the billing and collection of Council Tax and Business Rates, the calculation and award of Housing Benefit and the administration of the Local Council Tax Reduction scheme (CTR).

Based at Grafton House, SRP staff have accommodation and support services provided by Ipswich Borough Council although operating costs are funded by the partnership authorities. Whilst there have been synergies from forming the partnership, each authorities identity has been maintained and customers still transact with their local council.

Section 2 Getting to know the District Council

Food & Safety, Environmental Protection, & Licencing

Food & Safety

key functions include:

- 1 Sustaining and improving the standards of safety and quality of food manufactured, prepared, and supplied in Babergh and Mid Suffolk.
- 2 Health and Safety. Ensuring that risks in the workplace for both workers and the public are properly and proportionally managed.
- 3 Infectious Diseases. Investigating incidents of infectious diseases to control spread and identify causes.
- 4 Private Water Supplies. Assessing risk and sampling water to ensure that supplies do not pose a threat to health.
- 5 Skin Piercing. Registration of skin piercing establishments including tattoo parlours and beauty salons to promote hygienic practices and the safety of the public.
- 6 Animal Welfare licensing. Maintaining the standards of animal welfare in premises such as breeding and boarding establishments, pet shops and riding establishments.
- 7 Caravan Site licensing. Licensing of holiday and residential sites to ensure the health and safety of residents and visitors to the districts.

Environmental Protection

The Environmental Protection Team undertakes the following key functions:

Responds to and investigates service requests/complaints relating to statutory nuisances, pollution, and public health (noise, dust, fumes, odour, accumulations, land contamination, pests, filthy premises etc).

2.4 Guide to service areas

Responds to and investigates service requests/complaints relating to 'enviro-crime' (fly-tipping, littering, dog fouling, graffiti, flyposting, nuisance vehicles, waste duty of care, waste carrier vehicle stop & searches etc).

Responds to and investigates service requests/complaints relating to abandoned vehicles, securing removal where appropriate.

Provides a service for the collection and reunification of stray dogs; promotes responsible dog ownership.

Licensing enforcement: Responds to and investigates service requests/complaints and undertakes inspections (Licensed alcohol/entertainment venues; Hackney Carriage and Private Hire; gambling premises; scrap metal dealers

Licensing

Licensing makes a fundamental contribution to how our communities develop, live, work and relax. By providing guidance and advice to businesses and licensees, we can support and promote local economic growth whilst ensuring compliance with relevant legislation.

Key Functions:

Licensing Act 2003 – Ensuring the promotion of the four licensing objectives. Working with partners to support the growth and diversification in all licensed sectors and provide a safe environment for all to enjoy. Licensable activities include, the sale of alcohol by retail; the supply of alcohol in qualifying members' clubs; the provision of regulated entertainment; the provision of hot food and drink to the public between the 11:00pm and 5:00am.

Section 2 Getting to know the District Council

Scrap Metal – Issue and regulate licences for scrap metal collectors and scrap metal sites. Ensuring the sale, collection, storage and disposal of scrap metal is carried out lawfully.

Hackney Carriage/Private Hire licensed trade – Issuing and regulating licences for Hackney Carriage/Private Hire Drivers, vehicles and Private Hire Operators. Ensuring any person who is granted a licence is a ‘fit and proper’ person. Recognising the importance of the licensed trade to the district and their role as ambassadors for the Council. Ensuring the protection of the public and safeguarding the welfare of children and vulnerable persons.

Charitable Collections – Regulation of street collections and house to house collections, to ensure the charities benefit.

Gambling – Working in partnership with the Gambling Commission and other stakeholders to regulate gambling and ensure compliance with the licensing objectives.

Sex Establishments – Regulation of sexual entertainment venues and ensuring compliance with legislation.

Pleasure Boats & Boatman Licences – regulating pleasure boats for up to 12 passengers and issuing boatman licenses to a person or operator hiring out boats or crafts.

Street Trading – regulating the selling or exposing or offering for sale of any article (including a living thing) in a street. This is subject to special restrictions or prohibitions.

2.4 Guide to service areas

Housing

The Housing service is made up of the following teams: Home Ownership, Sheltered Housing, Tenant Services, Income Collection, Property services, Building Services, Private sector, Housing Development, Housing Solutions, Choice Based Lettings, Independent living Service, Strategic Housing, Central Suffolk Lettings and Housing Revenue Account (HRA) Finance.

The service area has a £_ million HRA budget, and _ staff, _% of Babergh Mid Suffolk's workforce and has a housing stock of approximately _ houses.

The Housing service team works to allow Babergh and Mid Suffolk residents to access affordable and high-quality homes. The key aims for Housing in 2019/20 are:

- 1 To find homes for as many families as possible on the Housing Register. Preventing homelessness households.
- 2 Completing separate housing repairs and installing kitchens and bathrooms.
- 3 Improving services through joined up working, reducing the time it takes to complete certain processes, and maximising the opportunities to increase income.
- 4 To ensure that private rented sector housing is more accessible and meets standards.
- 5 To support tenants to reach their aspirations. If supported to fulfil their full potential, some residents may find they feel ready and able to move on from social housing, vacating their home for another social housing tenant who may be in more need than them.



Section 2 Getting to know the District Council

HR & Organisational Development

The HR and Organisational Development Team provide a range of services for the organisation, including resourcing to ensure we have the right people in place, a programme of organisational development to facilitate change and transformation, employee relations support, putting appropriate learning and development solutions in place and support to managers to enable them to make balanced business decisions about their staff.

ICT and Programmes

The ICT and Programmes Team provides:

- Leadership for the technology services of Babergh and Mid Suffolk District Councils.
- Responsible for setting and implementing the technology strategy and vision for the Councils.
- Manage all key technology relationships with directorates, partners, and suppliers.
- Provision of 2nd and 3rd Line Support for Line of Business Systems and Infrastructure
- Lead on adoption and embedding of key M365 toolsets including Power Platform.
- Provision of virtual Programme Management Office (PMO) for Corporate Programmes.
- Co-ordination of Corporate Oversight across Corporate Programmes
- Provision of templates for use by all Programmes and projects.
- Quarterly Corporate Portfolio Report creation and collation.
- Advice and Guidance on Programme and Project Mgt

2.4 Guide to service areas

Law & Governance

Climate Change

The Law and Governance service area is made up of Audit, Governance and Civic office, Elections and Electoral Registration, Information Management and Shared Legal Services. The Law and Governance Director is also the Councils' Monitoring Officer (MO), meaning that the service area plays a critical role in supporting the work of the MO.

The team have an essential role in maintaining and promoting good governance throughout the organisation.

Economic Growth

Section 2 Getting to know the District Council

Planning and Building Control

The Planning and Building Control Directorate undertake key areas of work to enable the right development to come forward in the right places, in line with national legislation and local planning policy. The following teams follow through the development process from planning where development should go through to the final technical details for building safety:

- Developing local plans (Strategic Planning)
- Infrastructure delivery – including Community Infrastructure Levy
- Planning applications (Development Management)
- Design and Wellbeing (People and Place)
- Heritage
- Planning Enforcement
- Building Control

Strategic Planning

Strategic Planning is led by Rob Hobbs and includes the Planning Policy and Infrastructure teams. This includes developing the Councils' Joint Local Plan and associated evidence base, including the production of an Infrastructure Delivery Plan. Neighbourhood Plans are a key part of the Development Plan, and the team support communities to develop and put in place their Neighbourhood Plans.

The Planning Policy team also monitors key indicators including housing completions and other plan-related data identified through the Joint Local Plan Monitoring Framework, which is reported in the Annual Authority Monitoring Report and Housing Land Supply Statements.

The Strategic Planning service also leads on the production of Housing Delivery Action Plans.

The Infrastructure team also administer the collection and expenditure of the Community Infrastructure Levy, working

2.4 Guide to service areas

closely with communities, as well as monitoring Section 106 Agreements and producing Infrastructure Funding Statements. The Strategic Planning service are also engaged in cross-boundary strategic planning and infrastructure delivery.

Development Control

Development Management is led by Phil Isbell, the teams work on determining planning applications and providing pre-application advice. They negotiate planning applications, taking on board feedback from local residents, parish and town councils and statutory consultees. They also seek the views of our community in addition to users of the pre-application service and professional agents who receive a customer satisfaction survey to give us their feedback. Some applications are presented to planning committees for determination. The Scheme of Delegation set out under the Constitutions of both Councils sets out which applications need to be determined by planning

committees. To keep Members updated of new applications, weekly workload reports are sent automatically via email or Members can use the planning search webpage to sign up for notifications in their Ward or Parish.

Heritage

The Heritage team in Planning is led by Phil Isbell and provide expert advice for the Local Planning Authority in respect of the likely impacts of proposed developments on heritage assets and applications for consent for works to Listed Buildings. They provide expert pre-application advice to developers and the Local Planning Authority on matters relating to the historic environment. Importantly they also proactively manage and protect heritage assets on the Suffolk 'Buildings at Risk Register' or those that are vulnerable of becoming so, to seek to ensure a sustainable use for those assets. This includes working with owners, Historic England, building preservation trusts etc.

Section 2 Getting to know the District Council

People and Place

The People and Place team, led by David Clarke, provide expertise on design and wellbeing, community-led conservation area appraisals, ecology and neighbourhood plan light pilot work. The team work on specific projects and support the wider Planning and council services to improve the developments we secure.

Planning Enforcement

The Planning Enforcement team is also led by Phil Isbell, they respond to and investigate alleged breaches of planning controls, including where building work requiring planning permission is undertaken without such permission; where conditions attached to a planning condition or obligation are not complied with, or where the use of a building or site is changed without planning permission. The team respond to and investigate unauthorised works to listed buildings; unauthorised works to

protected trees and hedgerows; untidy sites; and high hedges.

Building Control

The Building Control team is led by Paul Hughes and they implement national building regulations and associated legislation through full checking of applications and inspection of construction works on site to ensure compliance, and provide energy ratings for new and existing buildings. This is one of the few Council services who are actively in competition with the private sector, where Approved Inspectors can also undertake similar tasks. They provide 24-hour emergency cover when dangerous structures are reported and demolitions occur. The Councils' street naming and numbering service for new developments built in the district also sits within Building Control.



2.4 Guide to service areas

Development plan

Key Framework, adopted by both Districts alongside the existing Local Plan documents and Suffolk County Council's Minerals & Waste Plan, include:

Current Development Plans

Babergh – www.babergh.gov.uk/planning/planning-policy/adopted-documents/babergh-district-council/

Mid Suffolk - www.midsuffolk.gov.uk/planning-policy/adopted-documents/mid-suffolk-district-council/

Joint Local Plan

[\[babergh or midsuffolk\].gov.uk/planning/planning-policy/new-joint-local-plan/](http://[babergh%20or%20midsuffolk].gov.uk/planning/planning-policy/new-joint-local-plan/)

Neighbourhood Planning

[\[babergh or midsuffolk\].gov.uk/planning/neighbourhood-planning/](http://[babergh%20or%20midsuffolk].gov.uk/planning/neighbourhood-planning/)

Section 2 Getting to know the District Council



Public Realm

The Public Realm team undertakes the following key functions:

Management and maintenance of Council owned countryside sites, public conveniences, amenity areas, parks, open spaces.

Development and improvement of open spaces and facilities for public use, including responsibility for visitor infrastructure, play space, experience design, visitor journey and parking provision.

Establishment, development, and enhancement of sites to provide habitat for biodiversity.

Responding to planning applications – commenting on provision of open space, public

dog and litter bins and parking provision within developments.

Negotiation of land adoptions and management of Section 106 funding for public open spaces.

Providing grounds and streets maintenance services to parishes and town councils.

Town and village street cleansing including funding Community Caretakers

Litter collection on the A14 corridor from Thurston to Nacton (92 Km) and on the A12 corridor from Copdock interchange to the Essex border (25 Km). Plus. A140 and A143.

Fly Tipping collection and clean-up across both districts.

Delivery of Public Path Order service and provision of Rights of Way professional services to other Authorities. Provision of rights of way advice to planners, public and developers.

2.5 Useful websites and resources

Implementing the responsibilities of the councils on commons and village greens regulated by approved schemes of management.

Lead BMSDC Marine Pollution Emergency Response

→ *Estimated areas of coverage can be located in Appendix I*

Waste

The Waste team undertakes the following key functions:

- 1 Provides weekly waste and recycling collections to all households across both districts.
- 2 Subscription garden waste collection service.
- 3 Provides 1500 local businesses with Commercial Waste, Glass, and Recycling Services.
- 4 Provides supplementary Bulky, Clinical and Hazardous Waste collections assessable to all households, including a chargeable bulky collections



2.5 Useful websites and resources

Babergh and Mid Suffolk's Joint Strategic Plan

<https://www.babergh.gov.uk/assets/The-Council/Performance/Joint-Strategic-Plan-2016-2020.pdf>

Suffolk Constabulary

To email individual police officers:
firstname.lastname@suffolk.pnn.police.uk



SUFFOLK
CONSTABULARY

<https://www.suffolk.police.uk/>

Regional organisations

Local Government Association

A lobbying organisation for local government



<https://www.local.gov.uk/>

East of England Local Government Association



<http://www.eelga.gov.uk/>

Local Partners

Community Action Suffolk

Supports voluntary and community groups.



<https://www.communityactionsuffolk.org.uk/>

Suffolk County Council



<https://www.suffolk.gov.uk/>

Useful information

LGA Councillor workbooks

Distance learning resources to improve your skills for your new role.



<https://www.local.gov.uk/council/or-workbooks>

UK Government

Announcements of new policies and laws, with the option to receive email updates.



<https://www.gov.uk/government/announcements>

Suffolk Observatory

Facts and figures about Suffolk.



<https://www.suffolkobservatory.info/>

Office of National Statistics

Census information and national trends



<https://www.ons.gov.uk/>

Babergh and Mid Suffolk Customer Services Number

For Resident Use Only

Tel : 0300 1234000



3

Section 3 - Finance

Section 3 Introduction

The local government finance system is complex and has evolved over many years, rather than being designed as a coherent whole, so it has a reputation for being difficult to understand. Part of your role as a councillor will be to debate and agree your authority's budget, so it is important to know the basics.

Local authority spending in England falls into three main areas:

Capital expenditure: spending on capital projects that result in the creation, the acquisition or enhancement of an asset, such as a sports centre or council houses.

Housing Revenue Account: revenue spending on council housing.

General fund: revenue spending on all other services.

Councils cannot use capital resources to fund their revenue expenses without specific government authorisation. For example, staff salaries cannot generally be paid using the proceeds from the sale of a building.

Local authorities find out their individual funding assessment

for the next financial year in December, through the draft Local Government Finance Settlement.

This will be approved by Parliament in February. Local authorities can then estimate the total business rates they will collect and retain, look at how much they will spend in the coming year, and calculate the amount of council tax revenue needed to meet the shortfall between their spending needs and expected income from other sources. Dividing the total amount of council tax by the 'council tax base' (roughly speaking, the number of properties in the area) will give the council tax that must be charged for a band D property (the rates for the other bands are a fixed portion of the band D charge).

Councils must hold a local referendum if they want to raise council tax above a threshold decided by central government (2.99% in 2023/24). The result of this referendum is binding, so councils must put in place a contingency budget, with a rise below the threshold, to be enacted if the result of the referendum is 'no'

3.1 Business rates

Business rates are a tax levied on the owners of non-residential properties. Until 2013, business rates collected by councils were paid into a central pot to be redistributed to councils as grant funding, with no connection between the amount of business rates a council collected and the level of funding it received. From 2013 onwards, councils have retained a portion of the business rates they collect, the 'local share'. Central Government will continue to set the maximum increase in the business rates multiplier and will decide what share of business rates can be kept by councils (currently 50%).

The new emphasis on business rates means that a council will receive more funding if it experiences real-terms growth in its local business rates base and lose funding if it experiences a real terms reduction. The system is designed to incentivise councils to promote local economic growth by rewarding them for every new business they help to put on the map.

3.2 Budgets

The revenue and capital budgets, when being set, must cover all the costs of the council – employees, services, buildings, reserves, contingencies to manage risks, etc. The budget year runs from April to March, the same as the financial year. As well as an annual budget, the council must have a Medium-Term Financial Plan that plans three financial years ahead.

The Cabinet will present a set of budget proposals to full Council following consultation with officers and local residents. The previous year's budget is usually used as a starting point, with adjustments made to reflect changing service priorities, statutory duties, and required savings. All councillors have a critical role to play in monitoring budgets and ensuring money is spent on delivering the Council's policies and strategies.

The budget process enables councillors to:

- Review spending priorities.
- Monitor actual spending.
- Control spending through service groups and budget holders.

3.2

- Enable redirection of resources.
- Identify gaps in provision.
- Plan ahead.

The four main stages of the budgeting process that councillors should think about are:

Planning and setting the budget – what does the Council want to achieve?

Scrutinising the budget – does it comply with the Council’s policies?

Monitoring the budget throughout the year – is there an over or under-spend?

Reviewing the budget – did the allocated budgets achieve the desired type and level of service?

3.3 Income and expenditure

3.3

Capital and revenue income comes from a range of sources. Capital income can be gained from the sale of assets like office buildings, land, etc, but makes up very little of a council’s income, and is not regular

and can only be used for Capital purposes.

Revenue income comes from:

Business rates: The ‘local share’ and the net effect of any top-up or grant.

Specific government grants: Some of these are ring-fenced and can only be spent on certain services.

Council tax.

Fees and charges: Fees and charges to residents and service users for things like parking, leisure, planning fees and commercial waste. This is a proportionally small source of income.

New homes bonus: Councils receive a bonus for any increase in the number of residential properties near their area to encourage housing growth. This is a proportionally small source of income.

Investments e.g. via CIFCO.

4

4

Section 4 - The Legal Framework

4.1

The law underpins everything the Council does. A local authority cannot do anything unless it has a legal power to do so. These powers are then either enacted by Full Council, the Cabinet, a committee, or delegated to a Cabinet Member or an officer.

There are two key parts to how the Council operates and makes decisions that councillors need to know about: the Code of Conduct and the Council's Constitution.

4.1 Code of Conduct

A copy of the Code of Conduct can be found in Appendix C of this document.

During your induction you will be asked to sign a 'Declaration of Acceptance of Office', by which you will also be signing to say that you accept the Code of Conduct. It is important that everyone at the Council, councillors and officers alike, abide by high standards of behaviour.

4.2

4.2 Constitution

The purpose of the Constitution is to set out how the Council operates and how decisions are made. The Babergh Constitution and the Mid Suffolk Constitution can both be found online:

<https://www.babergh.gov.uk/the-council/constitution-and-charters/>

The Constitution is divided into 4 Parts. Part 1 sets out the 15 Articles which form the basic rules governing the Council's business. Part 2 describes the various responsibilities for different functions and how decisions can be made under delegated authority. Part 3 sets out in detail the Council procedure rules. Part 4 outlines the codes of conduct for Councillors and Officers.

As a new Councillor, you may first wish to consider the rules for Full Council meetings. These can be found in 'Part 3: Rules of Procedure: Council Procedure Rules'.

4.2 Constitution

The key elements of the constitution are as follows:

1. *Articles:*

The Constitution is divided into fifteen articles that explain the basic rules governing the Council's business. Article 1 of the Constitution commits the Council to provide a clear and accountable way of making decisions. Articles 2-15 explain the rights of citizens and how the key parts of the Council operate, including Cabinet, Committees, and Officers.

2. *Composition of council:*

Babergh has 32 councillors who cover 24 wards, of which 17 are single-councillor wards, 6 are two-councillor wards and one three-councillor ward. Together the 32 councillors are the Full Council.

Mid Suffolk has 34 councillors, who cover 26 wards, of which 8 are two-councillor wards and 18 are one-councillor wards. Together the 34 councillors are the Full Council.

3. *Elections and Councillor's length of office:*

Once elected, a Councillor will usually remain in office for four

years. If they do not remain in office for the full term, there will be a by-election. A councillor elected at a by-election is elected for less than four years, as they take over the remainder of the four-year term from the previous councillor. When a councillor's four-year term is complete, they can stand for re-election, with no limit on the number of terms in office.

4. *Scheme of allowances:*

Councillors will all be given a basic allowance of £6510pa, with 'special responsibility allowances' also being granted if they hold a particular post, such as cabinet member, chairman of a committee, or another similar post. Councillors can also claim expenses to fund care for children or dependants.

Councillors **may not** be members of the Local Government Pension scheme, and the allowances they receive are taxable.

5. *Joint working:*

Babergh District Council and Mid Suffolk District Council cooperate in order to provide services in the most cost-effective way. The two councils work together, with fully integrated

Section 4 The Legal Framework

staff, and some decisions taken by joint committees.

6. Roles and functions of councillors:

(a) Cabinet:

The Council's structure is based on a 'Leader and Cabinet' model. The Leader is elected by Full Council, and they appoints between two and nine other councillors to sit on the Cabinet. One of the Cabinet members will serve as Deputy Leader. These Cabinet members may be responsible for particular areas of the Council's work, known as portfolios. The Cabinet can delegate its functions to officers or any sub-committees it establishes.

Councillors who are not on the Cabinet can only make formal decisions about the Council's functions at Full Council or committee meetings.

(b) Full Council:

Certain types of decision can only be taken by Full Council, for example the budget, or planning and licensing decisions. Full Council will:

Appoint the Leader of the Council.

Approve or reject the budget and council tax.

Approve or reject the major policy framework – plans and strategies from which the Cabinet cannot depart.

Approve any delegation of Council functions to officers.

Determine the remit of committees.

Appoint councillors to the committees.

(c) Committees:

Regulatory Committees make decisions on planning applications, licensing, and other regulatory business on behalf of the Council. These types of decision cannot be taken by the Cabinet, but they can be delegated to officers.

7. Rights and responsibilities of the public:

Citizens have the right to:

Vote at local elections if on the electoral roll.

Have access to information if in accordance with the law. In keeping with this, the Council must publish a Forthcoming Decision list, which contains information about key decisions that it is planning to take in the next 28-day period.

4.2 Constitution

Attend meetings of the Council, Cabinet and Committees, unless confidential information is being discussed. They also have the right to access the reports and minutes from these meetings, as well as participate by asking questions or contributing to investigations.

Complain to the Council and the Ombudsman.

Inspect the Council's accounts and make their views known to the external auditor.

8. *Decision making by employees:*

All officers are politically neutral in their work and do not vote on decisions made by the Council, Cabinet, or any committees. Certain officers may be given delegated power by Cabinet or Council and be authorised to make decisions themselves.

9. *Overview and Scrutiny:*

The Overview and Scrutiny Committee supports the development of policies and monitors Cabinet's decision-making. The Committee can call in a decision which has been

made but not yet implemented, enabling further consideration of whether the decision is appropriate. Where any matter relates to both Babergh and Mid Suffolk, a joint Scrutiny Committee may come together to consider the issues on behalf of both Councils.

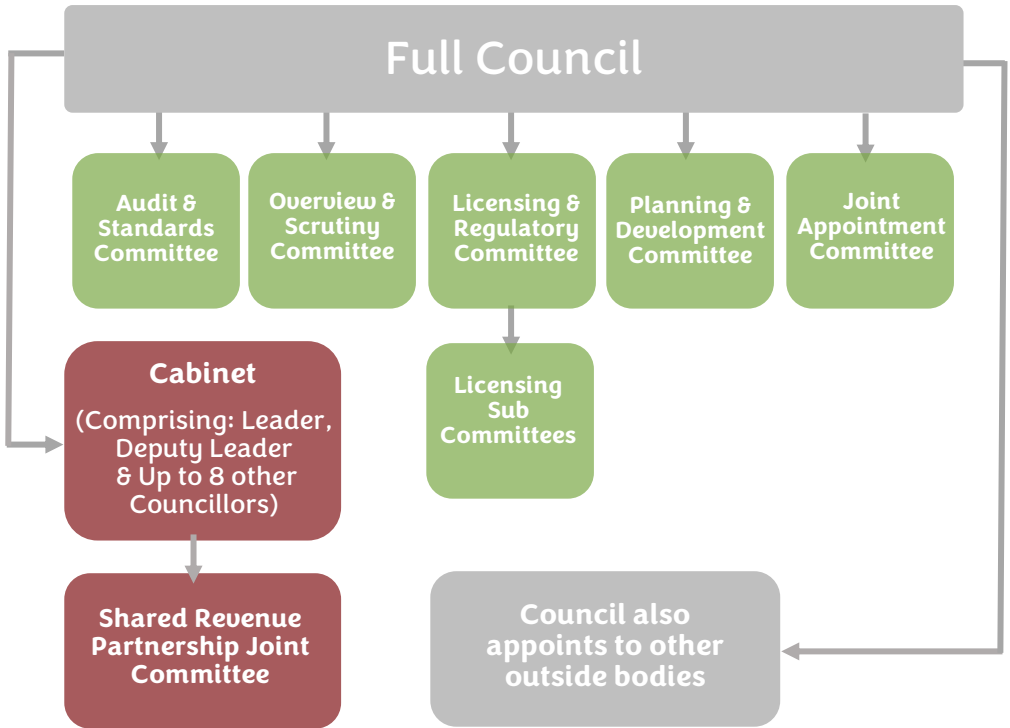
Scrutiny also enables citizens to have a greater say, by holding public inquiries into matters of local concern, which can lead to reports and recommendations by the Committee which advise the Cabinet and Council on its policies, budget, and service delivery.

10. *Council committees:*

Planning and Development committees: This committee makes decisions about planning applications and similar matters.



4.3 Governance Structure of the Councils



Key



Political balance required under Local Government Housing Act 1989



No political balance required

5

Section 5 - The Role of a Councillor

Councillors have a number of different but linked roles:

- Representing their ward, their district in general, and the constituents who live within it.
- Influencing and making Council policy.
- Representing the Council on other organisations.

As well as the role of Ward Councillor, which is described in more detail below, you may take on other roles during your time as a councillor:

- Leader
- Deputy Leader
- Cabinet Member
- Opposition Leader
- Chair of a Committee, Working Group or Panel
- Member of a Committee, Working Group or Panel.

5.1 The role of Ward Councillor

Councillors act as community leaders within their wards, and should represent the interests of their ward by:

- Providing a voice for the views and needs of the community.
- Making decisions while taking the views and needs of residents into account.
- Dealing with individual matters and acting as an advocate for constituents in resolving particular concerns or grievances.
- Balancing different interests identified within the ward and representing the ward as a whole.
- Providing information, help, and advice on Council issues via surgeries and correspondence.
- Supporting local partnerships and organisations.

Councillors should engage in community activities, be approachable, and listen well.

Councillors should be enthusiastic and empathetic.

For advice regarding safety concerns that you may have when out and about meeting constituents, please see Appendix D of this document. For information on your obligations to vulnerable children and adults you may encounter when carrying out your councillor duties, please see Appendix E.

5.2 Skill framework for elected councillors

1. Leadership and chairing:

- Able to lead and champion the interests of the local community.
- Able to chair meetings and facilitate discussions.

2. Organisational skills:

- Managing casework.
- Basic administrative skills.

3. Communication:

- Able to communicate with a range of audiences.
- Active listening and questioning skills.
- Able to speak confidently in public.
- Community engagement skills.
- Conciliation skills.
- Able to deal with the media, with support from the Communications Team.
- Able to use IT to communicate through email, along with accessing agendas, reports, minutes, intranet, etc.

4. Team working and relationship building:

- Able to develop working relationships with key officers and partner agencies.

Able to build effective relationships with all sections of the community in order to represent the business users and the needs of residents to the Council.

5.2 Skills framework for elected councillors

5. Knowledge:

- Understanding how the Council works.
- Knowledge of the Council's structure, services, procedures, political decision-making structures, and key contact officers.
- Understanding the Code of Conduct, ethics, standards, and the role of the Standards Committee.
- General understanding of national policies and their impact upon the Council.
- Knowledge of the Council's key policies and strategic objectives.
- Understanding of legislation and Council policies that councillors must adhere to, such as Data Protection, Equality and Diversity, Freedom of Information.
- Understanding of local government finance and audit processes.
- Knowledge of the Council's complaints procedure.

Understanding of issues in their local areas, as well as issues or policies relevant to any special Committees they may sit on.

5.3 Role Profiles

- Ward Councillor
- Cabinet Member
- Cabinet Member without Portfolio
- Chair of Joint Audit and Standards Committee
- Chair of Licensing and Regulatory Committee
- Chair of Overview and Scrutiny Committee
- Chair of Planning/ Development Control Committee
- Leader of the Council
- Deputy Leader of the Council
- Chairman of the Council
- Deputy Chairman of the Council
- Deputy Leader of Opposition Group
- Lead Member
- Opposition Group Leader
- Mental Health Champion
- Armed Forces Covenant Champion
- Shared Revenues Partnership

5.3 Role profiles

Role Profile

Ward Councillor

Main purpose(s) of the role:

1. Local community leadership and governance.
2. Representation of the interests of Ward Members.
3. Collective governance at the Council level.

Key relationships:

1. Constituents.
2. Party Leaders (if affiliated).
3. Other Councillors.
4. Key Council officers.

Key activities and responsibilities:

1. Collectively, to act as the ultimate policymakers and to carry out a number of strategic and corporate management functions.
2. To contribute to the good governance of the area and to actively encourage community participation and citizen involvement in decision-making.
3. To effectively represent the interests of their ward and of individual constituents.

4. To respond to constituents' enquiries and representations, fairly and impartially.
5. To participate in the governance and management of the Council.
6. To maintain the highest standards of conduct and ethics.

Key skills and knowledge:

1. **Local leadership** – the ability to encourage trust and respect between individuals/groups by mediating fairly between different sections of the community, and to engage with community members to learn about issues of local concern and facilitate a vision for the area.
2. **Partnership working** – the ability to build good relationships with others (e.g. officers, community groups) by identifying shared goals and working with others to achieve them – ability to delegate or provide support as required

5.3 Role profile

3. **Communication skills** – the ability to listen sensitively and use appropriate language with different groups, communicating regularly and effectively with all sections of the community using various media.
4. **Political understanding** – the ability to communicate values, promote a political vision, and encourage democratic processes and public engagement. Councillors at all times need to work across divides whilst preserving their political integrity.
5. **Scrutiny and challenge** – the ability to act as a ‘critical friend’ by identifying opportunities for scrutiny inside and outside the Council, and by providing constructive challenges and feedback to others. This in turn requires the ability to analyse information quickly and present arguments in a concise, meaningful and clear manner.
6. **Regulating and monitoring** – an understanding of legal responsibilities and the following of the necessary protocols whilst evaluating arguments and making decisions. They must also be able to balance public needs and local policy, as well as monitoring progress and setting feedback on their own learning needs.

Knowledge:

- Understanding of how the Council works – its decision-making and administrative structure.
- Understanding of national policy and the impact this has on their ward.
- Knowledge of issues affecting both their ward and the wider locality.
- Knowledge of key contact officers, services, procedures and eligibility criteria for schemes and services provided by the Council.
- Understanding of the Suffolk Local Code of Conduct for Members.
- Knowledge of the Councils’ Joint Strategic Plan.

5.3 Cabinet Member

- Knowledge of core Council policies.
- Understanding of legislation and Council policies to which they must adhere as Members.
- Basic understanding of local government finances and audit processes.
- Knowledge of the Council's Standards of Customer Care and its Complaints Procedure.
- Knowledge of partner agencies related to their ward.

Additional responsibilities:

To take responsibility for their personal learning development and undergo appropriate and continuous training for any role undertaken.

5.3 Role profile

Role Profile

Cabinet Member

Main purpose(s) of the role:

1. To be the publicly accountable figure for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within their remit.
3. To take key decisions, affecting the Council, collectively with other Cabinet Members and also under delegated powers if granted.
4. To set policy priorities related to their remit and to work closely with the relevant Assistant Director to ensure the delivery of those policies.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.

5. Parallel leaders in partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within their area of responsibility.
7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for their specific remit.
2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To be the publicly accountable figure for their remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.
4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and

5.3 Cabinet Member

implemented, providing leadership and direction.

5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings and take key decisions, both within the formal Cabinet setting, and under delegated powers as a Cabinet Member if these are granted.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.
10. To present a report to a full Council meeting, detailing their activities and decisions over the preceding period.
11. At Cabinet and full Council meetings, to answer formally submitted and supplementary questions, both from the public and from Councillors.

12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. Advanced leadership skills for their specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. High-level decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship-building – with those mentioned in the ‘key relationships’ section above.
 - b. The ability to work as part of an executive team to drive forward

5.3 Role profile

- the continuous development of the Council.
3. Communication skills:
 - a. To be able to work constructively with officers, Councillors, and partners
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.
 - d. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
 4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their portfolio and local public service boards.
 5. Other skills and abilities:
 - a. The ability to manage a busy and complex workload, often to tight deadlines.
 - b. Research and policy development skills.
- c. The ability to assimilate and analyse complex information.

Knowledge:

- Knowledge of the key areas relating to their portfolio and its relationship with the portfolios of other Cabinet Members.
- Detailed understanding of the strategic role of Cabinet within the Council.
- Understanding of the role of a Cabinet Member as part of the executive team.
- Detailed understanding of Council policy, operations, and strategies.
- Understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the challenges facing local government.
- Understanding of the national policy framework and its impact on local policy development.
- Knowledge of the work of national, regional, and sub-regional bodies and the role that the Council plays within these.

5.3 Cabinet Member

- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

5.3 Role profiles

Role Profile

Cabinet Member without Portfolio

Main purpose(s) of the role:

1. To take the lead in providing scrutiny and challenge to the Council's Cabinet.
2. To attend meetings of the Cabinet and ensure that key knowledge is maintained across all areas of the Council.
3. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent their political group on Cabinet in all their internal dealings within the Council, as well as externally with other Councils, the Voluntary Sector, or on local, regional or national bodies as appropriate.
2. To scrutinise the majority group's administration of the Council.
3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other Members of their political group act in a similar manner.
4. To ensure that:
 - a. They abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services

5.3 Role Profiles

provided by them on behalf of the Council.

- d. in an opposition to a particular proposal, decision, or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
 5. To work with members of their political group to formulate a framework of policies and priorities for that group.
 6. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.
 7. To be responsible for personal development and to undergo appropriate and continuous training in the role.
- Key skills and knowledge:**
1. Leadership:
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
 2. Scrutiny and challenge:
 - a. The ability to hold Cabinet to account.
 3. Political understanding:
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - d. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.
 4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the entire range of Council services, partners, and political groups, to the benefit of the community.

5.3 Chair of the Licensing and Regulatory Committee

- b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committee, and other political groups.
5. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
 - b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
 - c. Advanced listening, questioning and negotiation skills.
 - d. Advanced presentation and public speaking skills.
 6. Additional skills:
 - a. The ability to plan and prioritise the business of the group.
- Knowledge:**
- An understanding of the roles of the Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
 - An understanding of the legally defined role of certain senior officers.
 - Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
 - A detailed understanding of the national policy framework and its impact on local policy development.
 - A detailed knowledge of the challenges facing local government.
 - An understanding of Council strategy, policies and operations.
 - Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.

5.3 Role Profiles

- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in their group.

Additional responsibilities:

- To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive.

5.3 Chair of the Licensing and Regulatory Committee

Role Profile

Co-Chair of the Joint Audit & Standards Committee

Main purpose(s) of the role:

The role of the Chair of the Joint Audit and Standards Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in the Constitution.

Including:

1. To ensure a consistent approach.
2. To avoid the duplication of resources.
3. To improve joint working between both Councils.

Key relationships:

1. Members of the Committee.
2. Internal Audit Officer.
3. The external auditor, inspection agencies and other relevant bodies.
4. Section 151 Officer (Chief Finance Officer).

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Joint Audit and Standards Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.
2. To be responsible for ensuring decisions are made under the correct protocols.
3. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the Members involved.
4. To plan and co-ordinate the work programme and forward plan of the Committee.
5. To advise officers on the content of the agenda for Committee meetings.
6. To chair planning meetings and manage the work programme of the Committee to ensure that tasks are completed.

5.3 Role Profiles

7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership:
 - a. The ability to provide leadership for the committee.
 - b. The ability to set objectives and to develop these on behalf of the committee.
2. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the local community.
 - b. The ability to support and encourage relevant contributions from each Member on the Committee.
3. Communication skills:
 - a. Advanced communication skills in order to be able to work constructively with

- Councillors, partners, co-optees and officers.
- b. Strong listening and questioning skills.
- c. Strong presentation and public speaking skills.

4. Regulating and monitoring:
 - a. Advanced charring skills.
 - b. The ability to plan and prioritise the business of the Committee with regard to its terms of reference and key challenges facing the local area.
5. Additional skills:
 - a. The ability to manage a busy and complex workload, often to tight deadlines in a small timescale.

Knowledge:

- A detailed understanding of the Council's Constitution.
- A detailed understanding of the Suffolk Local Code of Conduct for Members.
- A detailed understanding of the Members' Allowances Scheme which is available on the Council's website.
- A detailed understanding of the relationship between

5.3 Chair of the Licensing and Regulatory Committee

the Council and charitable trusts.

Additional responsibilities:

1. To hold monthly liaison meetings with Internal Audit senior staff.
2. To sign the approved annual Statement of Accounts.
3. To countersign the letters of representation to the external auditors confirming the responsibilities and actions taken in completing the Statement of Accounts.
4. To liaise with the external auditor throughout the year to ensure that any matters of concern are addressed promptly.

5.3 Role Profiles

Role Profile

Chair of the Licensing and Regulatory Committee

Main purpose(s) of the role:

The role of the Chair of the Licensing and Regulatory Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council including:

1. To consider policy issues on licensing and to act as the Licensing Committee under the Licensing Act 2003, and for Gambling Act 2005 matters and any other relevant legislation that may be introduced.
2. To consider policy issues on any relevant legislation that may be introduced.

Key relationships:

1. Committee Members.
2. Senior officers involved in the licensing and regulatory function.
3. Leaders of the Council.

4. Leaders and organisers of Political Groups.

Key activities and responsibilities:

1. To ensure that the Councillors involved maintain a disciplined approach within the Terms of Reference of the Committee, alongside high ethical standards.
2. To advise officers on the content of the agenda for Committee meetings.
3. To act as a representative of the Council regarding the work of the Committee – to the public, the press and any other relevant persons or organisations.
4. To act as a representative of the Committee's decisions in appeals to the Magistrates and higher Courts.
5. To be well-informed of new legislation and developments regarding licensing and regulatory matters at both a local and a national level.

5.3 Chair of the Licensing and Regulatory Committee

6. To act as a spokesperson for Councillors in regular scheduled meetings with the taxi vehicle trade and other interested parties, in order to ensure that the Council maintains these relationships and thus a constructive dialogue regarding licensing issues.
7. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to effectively represent the Licensing and Regulatory Committee to the public and to the media.
2. Partnership working:
 - a. The ability to build strong relationships with those listed under the 'Key relationships' section of this document.
3. Communication skills:
 - a. The ability to communicate particularly effectively with the Members and officers involved with the Committee.
4. Regulating and monitoring:
 - a. Advanced chairing skills, including conflict management.
 - b. Impartiality and objectivity.
 - c. The ability to plan and prioritise the business of the Committee having regard to its Terms of Reference as well as the key challenges facing the licensing and regulatory function.
5. Advanced listening and questioning skills.
6. Intermediate presentation skills.
7. Intermediate public speaking skills.
8. The ability to work with the media and to recognise where additional support may be needed from public relationships specialists, in order to ensure the positive representation of the Council and the licensing and regulatory function.

5.3 Role Profiles

Knowledge

- A strong understanding of the standards, ethics and Code of Conduct for elected Members.
- Up-to-date knowledge and understanding of relevant legislation alongside developments on licensing and regulatory matters at both a local and a national level, as well as the implications of these.

5.3 Role profiles

Role Profiles

Chair of the Overview and Scrutiny Committee

Main purpose(s) of the role:

1. To ensure that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

Key relationships:

1. Councillors sitting on the Overview and Scrutiny Committee.
2. Key officers including the Corporate Manager for Democratic Services.
3. Cabinet partners.

Key activities and responsibilities:

1. Managing and Co-ordinating the Overview and Scrutiny function:
 - a. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.

- b. To ensure that scrutiny work is properly co-ordinated.
 - c. To monitor the progress of all scrutiny reviews and ensure that they are completed in reasonable time.
 - d. To receive all requests for scrutiny and ensure initial investigation to inform the Committee's consideration.
 - e. To monitor the use of the 'call-in' procedure to advise on whether it is being used appropriately.
 - f. To act as a result of the requirements of the *Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012* with regard to key decisions and private meetings (see 'additional comments' section below).
 2. Leading and promoting the Overview and Scrutiny function:
 - a. To maintain effective liaison with the Leader of the Council and the Chief Executive to ensure that overview and scrutiny contributes to effective decision-making in Babergh and Mid Suffolk.
 - b. To represent the Overview and Scrutiny Committee in

5.3 Chair of the Overview and Scrutiny Committee

full Council, on relevant boards and panels, and at regional or national forums concerning overview and scrutiny.

- c. To ensure that overview and scrutiny is publicised and communicated effectively, in order to build public understanding of its role both within and outside the Council.
3. Development of Overview and Scrutiny:
 - a. To ensure the continuing development of best practice and organisation within the overview and scrutiny process, especially by learning from other Councils.
 - b. To encourage the involvement of all interested parties and stakeholders – including individuals, voluntary organisations and community groups – in overview and scrutiny matters.
 - c. To be responsible for personal development and to undergo appropriate and continuous training in the role.
 - d. To work with the Scrutiny Officer to identify and address the training and

development needs of the Committee Members.

Key skills and knowledge:

Skills:

1. Leadership:
 - a. The ability to lead the Committee as a team.
 - b. Ambassadorial skills – the ability to represent and champion the scrutiny function both within and outside the Council.
 - c. The ability to set and develop objectives on behalf of the scrutiny function.
2. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. Planning and co-ordinating the work of the Overview and Scrutiny Committee and its agenda.
3. Partnership working:
 - a. The ability to build strong relationships with those mentioned in the ‘key relationships’ section (see above).
 - b. The ability to build effective relationships with other parts of the political management structure, such as Cabinet, Full Council, etc.

5.3 Role Profiles

- c. Ensuring effective contributions from each member of the Committee.
4. Scrutiny and challenge:
 - a. Assimilating and analysing complex information.
 - b. Overseeing and prioritising scrutiny work, taking accounts of available resources.
 - c. The ability to obtain and weigh up evidence and make decisions and recommendations based on that evidence.
5. Additional skills:
 - a. The ability to deal with complex strategic issues and problems on behalf of the Scrutiny Committee and the scrutiny function as a whole.

Knowledge

- A detailed awareness of the strategic importance of the scrutiny function within the Council.
- A detailed awareness of the constitutional arrangements relating to the scrutiny function.
- A detailed awareness of the Council's approach to overview and scrutiny and its relationship with the other

elements of the Council's decision-making structures.

- Detailed knowledge of the challenges facing the scrutiny function and the role of the Chair in addressing them.
- An awareness of changes facing local government and an understanding of how these might impact on the Council's scrutiny function.
- An understanding of project management principles.

Additional responsibilities:

1. To monitor the Cabinet's Forward Plan to identify areas for scrutiny.
2. To call and lead pre-meetings of the Committee.
3. To work with the Scrutiny Officer and Vice-Chair to refine the recommendations to be agreed and published by the Committee after each inquiry.
4. To work with the Vice-Chair to meet regularly with the Extended Leadership Team to identify challenges and opportunities facing the Council which could be useful subjects of inquiry by the Committee.

5.3 Chair of the Overview and Scrutiny Committee

5. To work with the Scrutiny Officer and Vice-Chair to build stronger links with scrutiny officers and councillors across local government in Suffolk.
3. If, because of the urgency of the decision, the above Rule 16 detailed in paragraph 2 cannot be followed, then the Chair of the Overview and Scrutiny Committee will be asked by the decision maker to agree that the matter is urgent and cannot reasonably be deferred.

Additional comments

1. Where the urgency of a meeting to be held in private (i.e. where the press and public are excluded) means that details of it cannot practicably be published a clear 28 days before the meeting, and again at least five days beforehand, as detailed in Rule 15 of the Constitution, then the Chair of the Overview and Scrutiny Committee will be asked to agree that the matter is urgent and cannot reasonably be deferred.
2. Where the urgency of a key decision means that it cannot practicably be published on the Forthcoming Decisions List a clear 28 days before the meeting as detailed in Rule 16 of the Constitution, then the Monitoring Officer must inform the Chair of the Overview and Scrutiny Committee in writing, and then wait five clear days, before the decision can be made.

5.3 Role profiles

Role Profile

Chair of the Planning/Development Control Committee

Main purpose(s) of the role:

1. To ensure that the work of the Planning/Development Control Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution of the Council.

Key relationships:

1. Members of the Committee.
2. Planning Officers including the Assistant Director for Planning for Growth.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Committee is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in Part 2 of the Constitution.
2. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst

the Members involved, especially with regard to the correct protocol relating to planning procedures.

3. To make practical arrangements regarding contributions by members of the public at Planning Committee in accordance with both the Council's Public Speaking Arrangements and the chair's own judgement, which is final.
4. To advise officers on the content of the agenda for Committee meetings.
5. To represent the Council in all dealings with the public, media and other bodies as regards the work of the Committee.
6. To work with the Vice-Chair and other Committee Members and seek relevant input from officers and other stakeholders.
7. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.
8. To keep up-to-date with best practice as regards the scope of the Committee.

5.3 Role Profiles

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to represent the Planning/Development Control Committee to the community and the media.
2. Partnership working:
 - a. The ability to build relationships, particularly with Leaders and senior officers involved in the planning function.
3. Communication skills:
 - a. Advanced listening, questioning and negotiation skills.
 - b. The ability to communicate effectively with Councillors, officers and any members of the public involved with the Committee.
 - c. Advanced presentation skills.
 - d. Advanced public speaking skills.
 - e. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Committee and the Council are represented in a positive light.

4. Regulating and monitoring:
 - a. The ability to plan and prioritise the business of the Committee with reference to its functions as outlined in Part 2 of the Constitution, as well as the key challenges facing those functions.
 - b. Advanced chairing skills, including the ability to manage conflict.
 - c. Impartiality and objectivity.

Knowledge

- An in-depth understanding of planning issues and the correct protocol relating to planning procedures and the Planning/Development Control Committee.
- An understanding of the role of Ward Councillors in the planning process, as well as of how to manage conflicts of interest between one's dual role as both a Ward Councillor and a Member of the Planning/Development Control Committee.
- An understanding of the role of Planning Officers.

5.3 Leader of the Council

Role Profile

Leader of the Council

Main purpose(s) of the role:

1. To provide effective leadership to the Council by managing and leading Cabinet.
2. In conjunction with Cabinet, to develop and approve the policies, strategies and plans of the Council, except those which are subject to approval by full Council.
3. To promote the work of the Council and to champion public service needs on behalf of local residents, businesses and visitors.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.

7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent the Council in relation to policy and administration (as opposed to the civic role exercised by the Chairman of the Council).
2. The discharge of executive functions, with the exception of:
 - a. Functions which are the responsibility of full Council under the Constitution or by legislation.
 - b. Functions excluded from Cabinet responsibility by legislation.
3. Where appropriate, to arrange for the discharge of an executive function by the Cabinet, a committee of the Cabinet, a Cabinet Member, a joint committee or an officer.
4. To develop and approve the policies, strategies and plans of the Council, apart from those subject to approval by full Council under the Constitution or on the recommendation of the Leader themselves.

5.3 Role Profiles

5. To work closely with the Chief Executive to ensure that the Council is well attuned to the strategic priorities of the Cabinet.
6. To determine the number of Cabinet Members (including at least two and up to nine other members), as well as the appointees themselves.
7. To determine and allocate a portfolio of responsibilities to each member of the Cabinet and to delegate, subject to the requirements of the Constitution, the authority to discharge those executive functions that fall within that portfolio.
8. Where necessary, to remove a Cabinet Member from office and withdraw any delegated authority to discharge executive functions, following serving a notice on the Councillor confirming their removal from office.
9. To uphold the Principles of Decision Making as outlined in Part 1 of the Constitution.
10. To ensure that the Cabinet does not take any decision without first having received a written report from the officer having responsibility for the matter unless the agreement of the Monitoring Officer has been obtained in advance of the decision being made.
11. To report to Council as detailed in Part 3 of the Constitution.
12. To be responsible for personal development and to undergo appropriate and continuous training for any role undertaken.

Key skills and knowledge:

Skills:

1. Advanced leadership skills:
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - c. The ability to lead the Council along the path of continuous improvement.
 - d. The ability to provide political leadership for their particular group.

5.3 Leader of the Council

2. Political understanding:
 - a. The ability to communicate values and promote a political vision.
 - b. The ability to encourage democratic processes and public engagement.
 - c. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
3. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of Council, Cabinet and its committees with regard to their terms of reference and the key challenges facing the Council.
4. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
 - b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
5. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.
- A detailed understanding of the legally defined role of

5.3 Role Profiles

the Chief Executive and other senior officers.

- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Leader and Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's Councillors.
- An understanding of project management principles.

5.3 Role profiles

Role Profile

Deputy Leader of the Council

Main purpose(s) of the role:

1. To support the Leader of the Council in their strategic role and to carry out duties on behalf of the Leader as needed.
2. To deputise in the absence of the Leader, i.e. carrying out the responsibilities of the Leader as outlined in the Role Profile for Leader of the Council.

Key relationships:

1. The Leader of the Council.
2. Cabinet Members.
3. Other Councillors in their political group.
4. Other Councillors.
5. The Chief Executive.
6. The Council's Extended Leadership Team.
7. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
8. The public and outside organisations.
9. Local media.

Key activities and responsibilities:

1. To assist the Leader of the Council in the formal processes and matters of leadership of the authority.
2. To work with the Leader on the budget and policy development.
3. To ensure that they have undertaken the appropriate training to be able to carry out the role of Leader when necessary.
4. To hold a seat on the Cabinet, in a role determined by the Leader.

Key skills and knowledge:

Skills:

1. Advanced leadership skills:
 - a. The ability to provide political leadership for their group.
 - b. Advanced ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a sub-regional, regional and national level.
 - c. The ability to lead the Council towards continuous improvement.

5.3 Role Profiles

2. Political understanding:
 - a. The ability to develop a vision for the Council and to drive the Council and its partners towards achieving that vision.
 - b. The ability to discipline Members of their political group where necessary.
3. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of Council, Cabinet and Committees with regard to their terms of reference and the key challenges facing the Council.
4. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage in the Council's decision-making processes.
 - b. An advanced ability to work with the media and to identify when additional support from public relations specialists is required, to ensure that the Council is represented in a positive light.
5. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, e.g. full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all political groups in a politically sensitive manner.

Knowledge

- A detailed understanding of the strategic role of the Leader of the Council.

5.3 Deputy Leader of the Council

- A detailed understanding of the legally defined role of the Chief Executive and other senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Leader and the Council within them.
- A detailed understanding of the national policy framework and its impact of local policy development.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Council's own Councillors.
- An understanding of project management principles.

5.3 Role profiles

Role Profile

Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic officer.

Key activities and responsibilities:

1. To be impartial and to refrain from acting in a party-political manner when carrying out their role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to

interpret the Constitution when necessary.

3. To preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
4. To ensure that the Council meeting is a forum for the debate of matters of concern to the local community.
5. To promote public involvement in the Council's activities.
6. To be the conscience of the Council.
7. To attend such civic and ceremonial functions as the Council and they determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.

5.3 Deputy Leader of the Council

- c. Impartiality and objectivity.
2. Partnership working:
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills:
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.
 - c. The ability to work with the media.

Knowledge

- Detailed understanding of the Council's Constitution.
- Detailed understanding of the processes and structure of the Council.
- Understanding of the rights and duties of Councillors.
- A strong understanding of which issues are of concern to the community.
- Understanding of the Council's activities.

5.3 Role profiles

Role Profile

Vice Chairman of the Council

Main purpose(s) of the role:

1. Upholding the Constitution of the Council, principally through presiding over meetings of the Council.
2. Promoting the District.
3. Encouraging greater partnership working.
4. Acting as an ambassador and champion for the Council.

Key relationships:

1. All Councillors.
2. Chief Executive.
3. Civic Officer.

Key activities and responsibilities:

1. In the absence of the Chairman to be impartial and to refrain from acting in a party political manner when carrying out their role, particularly when exercising a casting vote in the event of deadlock at a Council meeting.
2. To uphold and promote the purposes of the Constitution, and to

interpret the Constitution when necessary.

3. In the absence of the Chairman to preside over the meetings of the Council so that its business can be carried out efficiently and with regard to the rights of Councillors and the interests of the community.
4. To ensure that in the Chairman's absence the Council meeting is a forum for the debate of matters of concern to the local community.
5. To promote public involvement in the Council's activities.
6. In the Chairman's absence to be the conscience of the Council.
7. To assist the Chairman to attend such civic and ceremonial functions as the Council and they determines to be appropriate.
8. To be responsible for personal development and to undergo appropriate and continuous training in the role.

5.3 Deputy Leader of the Council

Key skills and knowledge:

Skills:

1. Regulating and monitoring:
 - a. Advanced chairing skills, including the ability to manage conflict.
 - b. The ability to interpret the Constitution.
 - c. Impartiality and objectivity.
2. Partnership working:
 - a. A strong ability to develop relationships, in particular with the persons mentioned in the 'key relationships' section above.
3. Communication skills:
 - a. Advanced listening and questioning skills.
 - b. Good public speaking skills.
 - c. The ability to work with the media.

- A strong understanding of which issues are of concern to the community.
- Understanding of the Council's activities.

Knowledge

- Detailed understanding of the Council's Constitution.
- Detailed understanding of the processes and structure of the Council.
- Understanding of the rights and duties of Councillors.

5.3 Role profiles

Role Profile

Deputy Leader of an Opposition Group

Main purpose(s) of the role:

1. To support the Group Leader in their strategic role and to carry out duties on behalf of the Group Leader as needed.
2. To deputise in the absence of the Group Leader, i.e. to carry out the responsibilities of the office of Group Leader as referred to in the corresponding role profile for that position.

Key relationships:

1. The Group Leader of their political group.
2. Other Councillors belonging to that political group.
3. Relevant political party groups and associations.
4. Group Political Research Assistant (if the group has one).
5. Leader of the Council and other Group Leaders.
6. Other Councillors.
7. Officers of the Council including the Chief Executive.

8. The public and outside organisations.
9. Local media.

Key responsibilities:

1. To undertake the training required to ensure that they are equipped with the knowledge and skills required to carry out the role of the Group Leader when called upon.
2. To assist the Group Leader in managing the work of Councillors within the group.
3. To support the Group Leader in the initiation of policy.
4. To work closely with the Extended Leadership Team where appropriate.
5. To hold the Cabinet to account at Council meetings.
6. To play a proactive role in the Overview and Scrutiny process to discuss decisions taken or to support the policy formulation process.
7. To consult interested parties, ward councillors and citizens as part of the development and review of group policy.
8. To assist the Group Leader when consulting on and drawing up the revenue and capital budgets.

5.3 Role Profiles

9. To undertake detailed work in preparation for meetings of the full Council.
10. To be an advocate for the group within their capacity as a group officer.

Key skills and knowledge:

Skills:

1. Leadership skills:
 - a. The ability to provide strong political leadership for their group.
 - b. The ability to hold the Cabinet to account.
 - c. Ambassadorial skills – the ability to represent the Council within the authority, as well as outside of it at a regional and national level.
2. Political understanding:
 - a. The ability to manage the tensions between the political demands and expectations of their group and the needs of the Council.
 - b. The ability, where necessary, to discipline Councillors in their political group.
 - c. The ability to address difficult issues with other groups in a politically sensitive way.
3. Regulating and monitoring:
 - a. Intermediate chairing skills.
 - b. The ability to plan and prioritise the business of the group.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure e.g. full Council, the Overview and Scrutiny Committees and other political groups.
5. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council, and to ensure that the community are given the opportunity to engage in the development of the policies of their group.

5.3 Deputy Leader of the Opposition Group

- b. An advanced ability to work with the media and to identify when additional support from public relations experts is required, to ensure that the Council is represented in a positive light.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation and public speaking skills.
6. Other skills:
- a. The ability to assimilate and analyse complex information.
 - b. Research skills and policy development.

Knowledge

- An understanding of the roles of Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined roles of certain senior officers.
- Knowledge of the work of national, regional and sub-regional organisations and the role of the Council within them.
- An understanding of the national policy framework and its impact on local policy development.
- An understanding of the challenges facing local government.
- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners, the services they deliver, and their relationship with the Council.
- An understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Knowledge of the needs of the community and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing councillors and the practical implications for those councillors in their group.

5.3 Role profiles

Role Profile

Lead Member

Main purpose(s) of the role:

1. To assist the Cabinet Member for a given area of the Council's work, as determined by the Leader of the Council.
2. To provide strategic leadership for issues within their specific lead area.
3. To work with decision makers in the Council to establish strategies/policies and work connected with their specific lead area.
4. To maintain a detailed level of knowledge and awareness of all matters connected with that lead area.
5. To contribute to good practice and the continuous improvement of services within their given area.
6. To engage with Members, officers and other stakeholders in matters related to their specific lead area including attending Cabinet, Overview and Scrutiny and other meetings of the Council where appropriate.

Key relationships:

1. Leader of the Council.
2. Other Cabinet Members.
3. Chief Executive, Assistant Directors, Corporate Managers.
4. Political Group Members.
5. Other partner organisations, including counterparts in neighbouring Councils.
6. Key stakeholders within their area of responsibility.
7. Local media.

Key activities and responsibilities:

1. To work closely with the relevant Assistant Director(s) to agree and develop a set of policy priorities for their specific remit.
2. To work with the Leader of the Council and fellow Cabinet Members to ensure the smooth implementation of policies through the democratic processes of the Council.
3. To assist the Cabinet Member for their remit, including liaising with other Councils, public sector bodies and other partners, as well as MPs, the media and the wider public.

5.3 Role Profiles

4. To work closely with the relevant Assistant Director(s) to ensure that any policy decisions are well communicated and implemented, providing leadership and direction.
5. To play an active role in ensuring that the Cabinet remains a cohesive and effective decision-making organisation, with a well-developed set of values and priorities.
6. To embody these values and priorities and help communicate these to external partners and residents of the Council.
7. To attend formal Cabinet meetings within the formal Cabinet setting.
8. To uphold the Principles of Decision Making as defined in the Constitution.
9. To attend and participate in full Council meetings.
10. To assist the Cabinet Member in preparing a report to full Council meeting, detailing their activities and the decisions made over the preceding period.
11. At Cabinet and full Council meetings, to assist with responses to formally submitted and supplementary questions, both from the public and from Councillors relating to their specific lead area.
12. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership skills:
 - a. Leadership skills for their specific areas of responsibility and the ability to work with the Leader of the Council and Deputy Leader as an executive team.
 - b. Decision-making skills.
 - c. The ability to challenge the status quo and deal with complex strategic issues and problems.
 - d. The ability to act as an ambassador for the Council.
2. Partnership working:
 - a. Relationship building – with those mentioned in the ‘key relationships’ section above.

5.3 Lead Member

- b. The ability to work as part of an executive team to drive forward the continuous development of the Council.
 3. Communication skills:
 - a. To be able to work constructively with officers, Councillors and partners.
 - b. Advanced listening, questioning and negotiation skills.
 - c. Advanced presentation and public speaking skills.
 - d. Advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure the Council is positively represented.
 4. Regulating and monitoring:
 - a. The ability to chair meetings relating to their specific lead area and local public service boards.
 5. Other skills and abilities:
 - a. The ability to manage a busy and complex workload, often to tight deadlines.
 - b. Research and policy development skills.
 - c. The ability to assimilate and analyse complex information.
- Knowledge:**
- Knowledge of the key areas relating to their lead area and its relationship with the portfolios of other Cabinet Members.
 - Detailed understanding of the strategic role of Cabinet within the Council.
 - Understanding of the role of a Cabinet Member as part of the executive team.
 - Detailed understanding of Council policy, operations and strategies.
 - Understanding of the legally defined role of certain senior officers.
 - Detailed knowledge of the challenges facing local government.
 - Understanding of the national policy framework and its impact on local policy development.
 - Knowledge of the work of national, regional and sub-regional bodies and the role that the Council plays within these.

5.3 Role Profiles

- Knowledge of community needs and their priorities for action.
- Knowledge of the role of local partners and the services they deliver.
- Understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.
- Understanding of principles and importance of making sound, evidenced-based decisions.
- An understanding of project management principles.

5.3 Role profiles

Role Profile

Opposition Group Leader

Main purpose(s) of the role:

1. To provide effective leadership and strategic direction for a political group.
2. To contribute to the good governance of the Council.

Key relationships:

1. Other Councillors belonging to that political group.
2. Relevant political party groups and associations.
3. Group Political Research Assistant (if the group has one).
4. Leader of the Council and other Group Leaders.
5. Other Councillors.
6. Officers of the Council including the Chief Executive.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent their political group in all their internal

dealings within the Council, as well as externally with other Councils, the Voluntary Sector, or on local, regional or national bodies as appropriate.

2. To scrutinise the majority group's administration of the Council.
3. To act in a manner which is likely to promote rather than undermine the best interests of the community, and to ensure that other members of their political group act in a similar manner.
4. To lead their group in a manner which ensures that:
 - a. Members of their group abide by the Suffolk Local Code of Conduct for Members.
 - b. Adequate liaison is conducted with other political groups to further the interests of the Council.
 - c. Adequate liaison is conducted with members of the Extended Leadership Team on all matters affecting the services provided by them on behalf of the Council.

5.3 Role Profiles

- d. Regular briefings are provided on Council matters as appropriate to members of that group.
 - e. If in opposition to a particular proposal, decision or policy, to engage in constructive criticism and to offer alternatives or amendments where appropriate.
5. To work with members of their political group to formulate a framework of policies and priorities for that group.
 6. To lead their group's approach to the media, and ensure consistency in this across the group.
 7. To determine and allocate a portfolio of responsibilities amongst group members.
 8. To nominate political representation on Committees, Sub-Committees, Working Groups and Panels as provided for in the Constitution.
 9. To consider the individual and collective development needs of group members and to assist them in developing the necessary knowledge and skills, whether as Councillors in general or in relation to their specific areas of responsibility.
10. To maintain effective liaison with the Chair of the Overview and Scrutiny Committee.
 11. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership:
 - a. Advanced political leadership skills with respect to their particular group.
 - b. Ambassadorial skills – to be able to represent the Council within the authority, as well as outside of it especially at a regional or national level.
2. Scrutiny and challenge:
 - a. The ability to hold Cabinet to account.
3. Political understanding:
 - a. The ability to communicate values and promote a political vision.

5.3 Opposition Group Leader

- b. The ability to encourage democratic processes and public engagement.
 - c. The ability to discipline members of their political group where necessary.
 - d. The ability to address difficult issues with other groups in a politically sensitive manner, whilst preserving their own political integrity.
 - e. The ability to manage the tensions between the needs of the Council and the political demands and expectations of that group.
4. Partnership working:
- a. The ability to use tact and diplomacy to work across the entire range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committee, and other political groups.
5. Communication skills:
- a. The ability to facilitate effective communication within and across the Council, and to ensure that the community is given the opportunity to engage in the development of policies and priorities for that political group.
 - b. The advanced ability to work with the media and identify when additional support from public relations specialists is required, to ensure that the Council is positively represented.
 - c. Advanced listening, questioning and negotiation skills.
 - d. Advanced presentation and public speaking skills.
6. Additional skills:
- a. The ability to plan and prioritise the business of the group.

5.3 Role Profiles

Knowledge:

- An understanding of the roles of the Leader of the Council, Cabinet Members and the Leader of an Opposition Group within the Council.
- An understanding of the legally defined role of certain senior officers.
- Detailed knowledge of the work of national, regional and sub-regional bodies and the role of the Council within them.
- A detailed understanding of the national policy framework and its impact on local policy development.
- A detailed knowledge of the challenges facing local government.
- An understanding of Council strategy, policies and operations.
- Knowledge of the role of local partners and the services they deliver as well as their relationship with the Council.
- Detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

- Detailed knowledge of community needs and their priorities for action.
- An understanding of the relationship between national politics and local political leadership.
- An understanding of the wider, national issues facing Councillors and the practical implications for the Councillors in *their group*.

Additional responsibilities:

1. *To engage in cross-party and corporate activities when invited to do so by the administration – for instance for the appointment of the Chief Executive.*

5.3 Role profiles

Role Profile

Mental Health Member Champion

Main purpose(s) of the role:

1. To lead on working towards reducing inequalities in mental health within the community.
2. To provide a vocal presence for mental health within the Council where this is necessary.
3. To be an advocate for mental health issues in Council meetings and policy development.
4. To listen to people with personal experiences of mental health to get their perspectives on local needs and priorities.
5. To encourage the Council to support the mental health of its own workforce and Members.
6. To ensure that awareness is raised amongst Members about mental health issues.
7. Support and seek support for activities led by the Council to promote mental health and well-being.

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent the Council in relation to policy and administration of mental health issues.
2. To assist in the development of the appropriate policies, strategies and plans of the Council, to ensure that mental health issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well

5.3 Role Profiles

attuned to the issues on mental health.

4. To identify at least one priority a year for the Council to focus on.
5. To support and seek support for activities promoted by the Council to promote mental health and well-being.

Key skills and knowledge:

1. Leadership skills:
 - a. The ability to develop priorities to develop health and wellbeing in the community.
 - b. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - c. The ability to address difficult issues with other partners regarding mental health.
 2. Regulating and monitoring:
 - a. Advanced chairing skills.
 3. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council
- and to ensure that the community can engage with the Council.
- b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

5.3 Mental Health Member Champion

Knowledge:

- A detailed understanding of the role of Mental Health Champion.
- A detailed understanding of mental health issues.
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Mental Health Champion within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

5.3 Role profiles

Role Profile

Armed Forces Covenant Member Champion

Main purpose(s) of the role:

1. To lead on raising the profile and needs of the Armed Forces community (serving personnel, both regular and reserve, their families and veterans) within the Council and the district.
2. To provide a vocal presence for the armed forces within the Council where this is necessary.
3. To be an advocate for the armed forces in Council meetings and policy development.
4. To closely liaise with the Armed Forces Covenant Officer with particular reference to the Council's obligations undertaken through the Armed Forces Covenant.
5. To closely liaise with the Chairman on all ceremonial matters in which the Chairman should be involved (e.g. ranging from raising the flag on Armed Forces, attendance at local armed forces events).
6. To keep the local Members of Parliament apprised of the activity within the District Council in relation to the armed forces community.
7. To liaise as appropriate with local members of the Armed Forces, to assist in understanding where help may be most needed and to enable in return a better understanding within the Armed Forces of the limitations and different responsibilities of Local Government and its decision-making processes.
8. To be the primary focal point for liaison with businesses/local organisations within the district to promote the Armed Forces Corporate Covenant and encourage engagement with the Armed Forces.

5.3 Role Profiles

Key relationships:

1. Cabinet Members.
2. Other Councillors in their political group.
3. Other Councillors.
4. The Chief Executive.
5. The Council's Extended Leadership Team.
6. Members of Parliament for their area and those with responsibility for issues in which the Council has a specific interest.
7. The public and outside organisations.
8. Local media.

Key activities and responsibilities:

1. To represent the Council in relation to armed forces issues.
2. To assist in the development of the appropriate policies, strategies and plans of the Council, to ensure that armed forces issues are taken into consideration when formulating these policies.
3. To work closely with the Cabinet and Senior Leadership Team to ensure that the Council is well

attuned to the issues on armed forces.

4. To identify at least one priority a year for the Council to focus on.
5. To support and seek support for activities promoted by the Council to promote the Armed Forces Covenant.

Key skills and knowledge:

1. Leadership skills:
 - a. Advanced 'ambassadorial' skills – the ability to represent the Council within the authority, as well as outside of it on a sub-regional, regional and national level.
 - b. The ability to address difficult issues with other partners regarding armed forces.
2. Regulating and monitoring:
 - a. Advanced chairing skills.
3. Communication skills:
 - a. The ability to facilitate effective communication within and across the Council and to ensure that the community can engage with the Council.

5.3 Armed Forces Covenant Member Champion

- b. An advanced ability to work with the media and to identify when additional support is required from public relations specialists to ensure that the Council is positively represented.
 - c. Advanced listening and questioning skills.
 - d. Advanced presentation skills.
 - e. Advanced public speaking skills.
4. Partnership working:
- a. The ability to use tact and diplomacy to work across the full range of Council services, partners and political groups, to the benefit of the community.
 - b. The ability to build effective relationships with other parts of the political management and decision-making structure, such as full Council, the Overview and Scrutiny Committees, and other political groups.
 - c. The ability to address difficult issues across all groups in a politically sensitive manner.

Knowledge:

- A detailed understanding of the role of Armed Forces Covenant.
- A detailed understanding of the issues facing armed forces and their families
- Detailed knowledge of the work of national, regional and sub-regional organisations and the role of the Armed Forces Covenant within them.
- Detailed knowledge of the role of local partners and the services they deliver.
- A detailed understanding of the Council's Constitution, Code of Conduct, budget and audit processes and key internal policies.

Role Profile

Chair of the Shared Revenues Partnership Joint Committee

Main purpose(s) of the role:

The role of the Chairman of the Shared Revenues Partnership Joint Committee is to ensure that the work of the Committee is conducted to fulfil its role and function in accordance with the Terms of Reference outlined in the Constitution.

Including:

1. To ensure a consistent approach.
2. To avoid the duplication of resources.
3. To improve joint working between councils.

Key relationships:

1. Members of the committee.
2. Head of Shared Service.
3. Section 151 Officers.
4. Shared Revenues Partnership Operations Managers.
5. Operations Managers.

Key activities and responsibilities:

1. To chair meetings in a manner that ensures that the work of the Shared Revenues Partnership is conducted to fulfil its role and functions in accordance with the Terms of Reference outlined in the Constitution.
2. To be responsible for ensuring decisions are made under the correct protocols.
3. To foster and maintain a disciplined approach, alongside high standards of behaviour and ethics, amongst the members involved.
4. To be responsible for personal development and to undergo appropriate and continuous training in the role.

Key skills and knowledge:

1. Leadership:
 - a. The ability to provide leadership for the committee.
 - b. The ability to set objectives and to develop these on behalf of the committee.

5.3 Armed Forces Covenant Member Champion

Knowledge:

2. Partnership working:
 - a. The ability to use tact and diplomacy to work across the full range of council services, partners and political groups, to the benefit of the local community.
 - b. The ability to support and encourage relevant contributions from each member on the committee.

- A detailed understanding of the Council's Constitution.
- A detailed understanding of the Suffolk Local Code of Conduct for Members.
- A detailed understanding of the Shared Revenues Partnership Terms of Reference.

Additional responsibilities:

3. Communication skills:
 - a. Advanced communication skills in order to be able to work constructively with councillors, partners and officers.
 - b. Strong listening and questioning skills.
 - c. Strong presentation and public speaking skills.
 4. Regulating and monitoring:
 - a. Advanced chairing skills.
 - b. The ability to plan and prioritise the business of the committee with regard to its terms of reference and key challenges facing the local area.
1. To ensure that the Committee operates in line with the agreed Business Plan and within the annual budget.
 2. To attend Overview and Scrutiny or Joint Audit and Standards Committee where required to do so, to account for the activities of the Joint Committee.
 3. To liaise with the Section 151 Officer to ensure that any matters of concern are addressed promptly

6

Section 6 - Register of Interests, Gifts, and Hospitality

Section 6 Introduction

The Monitoring Officer keeps a register of councillors' financial and other interests. This includes the property they own or rent, their employer, and the corresponding information of their partner. The register of interests is available to be inspected by the public.

Councillors are responsible for ensuring that their registration is up to date. Whenever a new councillor is elected, the Monitoring Officer asks them to complete their registration.

It is a breach of the Council's Code of Conduct if a councillor fails to keep information up to date. A copy of the Code of Conduct can be found in Appendix C of this document.

You will need to complete a Register of Interests form within 28 days of becoming a member of the Council. This form has two parts:

- **Part 1 requires you to list your disclosable pecuniary interests.**
- **Part 2 requires you to list your local non-pecuniary interests.**

Additionally, to disclosable pecuniary interests and local non-pecuniary interests, it is important that councillors undertaking regulatory functions such as planning, and licensing avoid the appearance of bias. If councillors have any doubts, please seek advice from the Monitoring Officer.

Babergh and Mid Suffolk's Monitoring Officer is Ifty Ali. Contact on 01449 724694:

monitoring.officer@baberghmidsuffolk.gov.uk

Babergh and Mid Suffolk's Deputy Monitoring Officer is:

Jan Robinson. Contact on 01473 296472,

janice.robinson@baberghmidsuffolk.gov.uk and

6.1 Disclosable Pecuniary Interests (DPIs)

Disclosable pecuniary interests are the interests you hold in property, employment, and financial matters. You must also list the pecuniary interests of your partner.

You must:

- Register your pecuniary interests.
- Update Part 1 of your Register within 28 days of any changes.

It is a ***criminal offence*** not to do these things. It is also a criminal offence to knowingly provide information which is false or misleading, or you are reckless as to whether the information is false or misleading.

A more detailed definition of disclosable pecuniary interests can be found in the Code of Conduct (see Appendix C).

6.2 Other Registerable Interests

Other registrable interests are your non-monetary interests, you must register as an Other Registrable Interest:-

- 1) any unpaid directorships,
- 2) anybody of which you are a member or are in a position or general control or management and to which you are nominated or appointed by your authority.
- 3) Anybody
 - (i) exercising functions of a public nature,
 - (ii) directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union) of which you are a member or in a positions or general control or management.
 - (iv) such as membership of organisations in which you hold a position of

management or control, including public bodies, charities, and organisations to which the Council have appointed you.

Failure to register your other registrable interests or update Part 2 of the Register within 28 days is a breach of the Councillor Code of Conduct, but not a criminal offence.

A more detailed definition of other registrable interests can be found in the Code of Conduct (see Appendix C).

Non-registrable interests are matters which may arise at a meeting which affects your own financial interest or well-being or a financial interest or well-being of a friend, relative or close associate or of a body included in your list of "Other Registrable Interests". More details are given in the Suffolk Code of Conduct (Paragraph 7)

6.3

6.3 Declaring interests at meetings

At the start of Council and Committee meetings, there will be an item for 'declaration of interests'.

If there is any item of business to be discussed at the meeting that relates to your pecuniary or non-pecuniary interests, you must declare that you have a 'pecuniary' or 'non-pecuniary' interest, as appropriate. This must be done as soon as you become aware that you have an interest, or at the start of the meeting. This includes interests that are already registered with the Monitoring Officer or where registration is pending.

Where you have a disclosable pecuniary interest in an item of Council business, you must *not* participate in the matter, address the meeting, or vote, and you must leave the room for the duration of the item. If you

have applied to the Monitoring Officer and obtained a prior dispensation to allow you to participate or vote, you may do so. It is a criminal offence to participate without a dispensation in any discussion or vote where you knowingly have a pecuniary interest.

Where a matter arises at a meeting which directly relates to the financial interest or wellbeing of one of your Other Registerable Interests (as set out in **Table 2**) you must disclose the interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise must not take part in a discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a sensitive interest you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which directly relates to your financial interest or wellbeing (and is not a Disclosable Pecuniary Interest set out in table 1) or a financial interest or wellbeing of a relative or close associate you must disclose the

interest. You may speak on the matter only if members of the public are also allowed to speak at the meeting. Otherwise you must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation. If it is a 'sensitive interest' you do not have to disclose the nature of the interest.

6.4

6.4 Dispensations

A dispensation allows you to participate and / or vote in an item of council business even though you have a disclosable pecuniary interest in the item. An application for a dispensation must be made to the Monitoring Officer in writing setting out the grounds for your application in sufficient time for it to be considered well before the relevant meeting.

6.4 Dispensations

A dispensation can only be granted when regard is given to the relevant circumstances:

1. Without a dispensation the number of members not participating would be so great a proportion of the Council / committee / sub-committee meeting as to impede that business.
2. The political representation at that meeting would be so upset as to alter the likely outcome of any vote relating to the business.
3. The granting of a dispensation is in the interest of persons living in the Council's area.
4. That without a dispensation no member of the Cabinet or Executive would be able to participate.
5. It would otherwise be appropriate.

6.5

6.5 Sensitive interests

You may apply to the Monitoring Officer for non-publication of the full details of any of your disclosable pecuniary interests or local non-pecuniary interests where you believe that publication of the details could result in you being subjected to violence or intimidation. A sensitive interest would be excluded from the published version of the Register of Members' Interests.

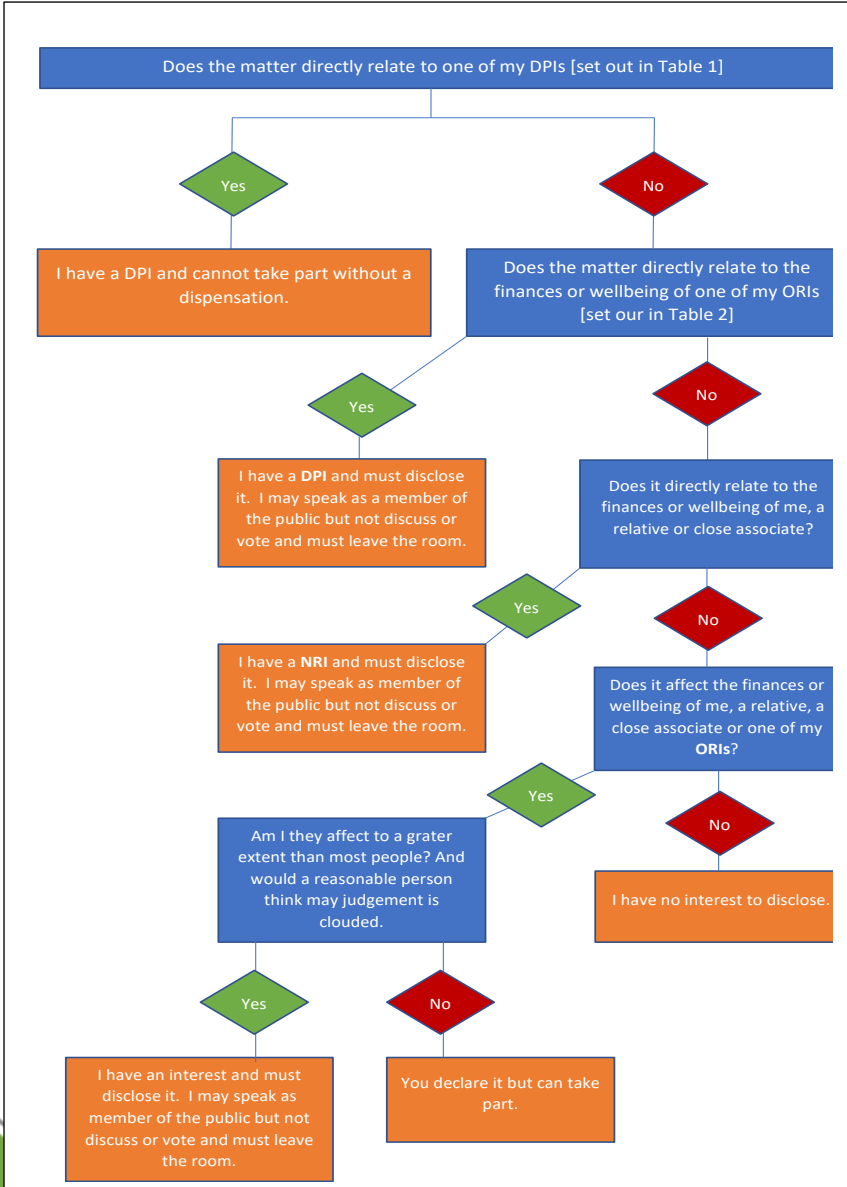
6.6

6.6 Gifts and hospitality

You must register within 28 days any gifts and hospitality received by you in accordance with the instructions issued by the Monitoring Officer. This includes any gift or hospitality which:

- Has a value of £25 or more.
- Is received while acting as a Councillor or as the Council's representative.

6.7 Suffolk local code of conduct: flowchart



7

Section 7 - Councillors and the Media

7.1

7.1 The Council and the media

The Communications Team is here to advise you on how to deal with the media when Council policy is involved. Media queries are usually made through the Communications Team or to members of the Cabinet. The Communications Team will issue an agreed statement or press release on behalf of the Council. Journalists will contact the Council Leader, Leaders of the Opposition or Cabinet members directly if they want a quote to add to the story. All Councillors are emailed copies of press releases.

The Communications Team also manages social media accounts for the Council.

local paper, radio station or online blog phoning them at home and demanding an instant quote or reaction to a particular event or story. Councillor's phone numbers are, unless otherwise requested, published by the Council, in order to allow constituents to reach them.

Councillors should find out their own group's position on any given matter and refer the media to the Group Leader, or ask the Group Leader to clear any statements given in the Councillor's own name. This is a matter for councillors only, as officers cannot be involved in giving political advice, including advice about how the media should be handled from a political point of view.

However, Councillors should be advised in general that if you are in doubt about any aspect of the story, you don't have to provide an instant comment; no journalist will be surprised if you tell them you will think it over and get back to them.

You should also use maximum caution when becoming involved in social media activities; social media is instant and any misunderstandings can blow up quickly. A social media guide will be provided separately to all councillors.

7.2

7.2 Individual councillors and the media

New councillors may find it difficult to adjust to having journalists from the

8

Section 8 - Councillor Development Training Schedule

8.1 Member Learning and Development Policy

1. Introduction

- 1.1. Vision
- 1.2. Is Member Learning and Development important?
- 1.3. Aims and objectives
- 1.4. Overview of basic structure

2. Supporting Framework

- 2.1. Resources
- 2.2. Member Learning and Development Working Group
- 2.3. Lead Officer - Members and Systems

3. The Member Learning and Development Strategy

- 3.1. Induction Programme
- 3.2. Skills Programme
- 3.3. Individual Learning and Development

4. Evaluation

- 4.1. Continuous review
- 4.2. Annual Training Needs Analysis

1. Introduction

1.1. Vision

That all Members have the necessary skills and knowledge to perform effectively in their current or any potential future role and to enable them to contribute effectively to the delivery of the Joint Strategic Plan and good governance of the Council.

1.2. Is Member Learning and Development important?

1.2.1. A high-quality Member Learning and Development process is crucial to ensuring that all Members have the skills and knowledge to be able to carry out their roles effectively.

1.2.2. The policy will support Members in a variety of ways to enable them to function successfully as both decision-makers and community leaders. This might take the form of

traditional training sessions, such as Chaining Skills, involving workshops and handbooks, as well as more practical 'on the ground' training in line with our Equality and Diversity Policy.

1.2.3. In addition, Members need to respond to external issues such as changing societal and demographic needs, different ways in which public sector organisations work (such as partnerships with external organisations) and changes in the law relating to local government. Members also need to be able to deal effectively with casework arising from the work they carry out as community leaders within their wards. This policy will aim to facilitate Members in all of the above.

1.3. Aims and Objectives

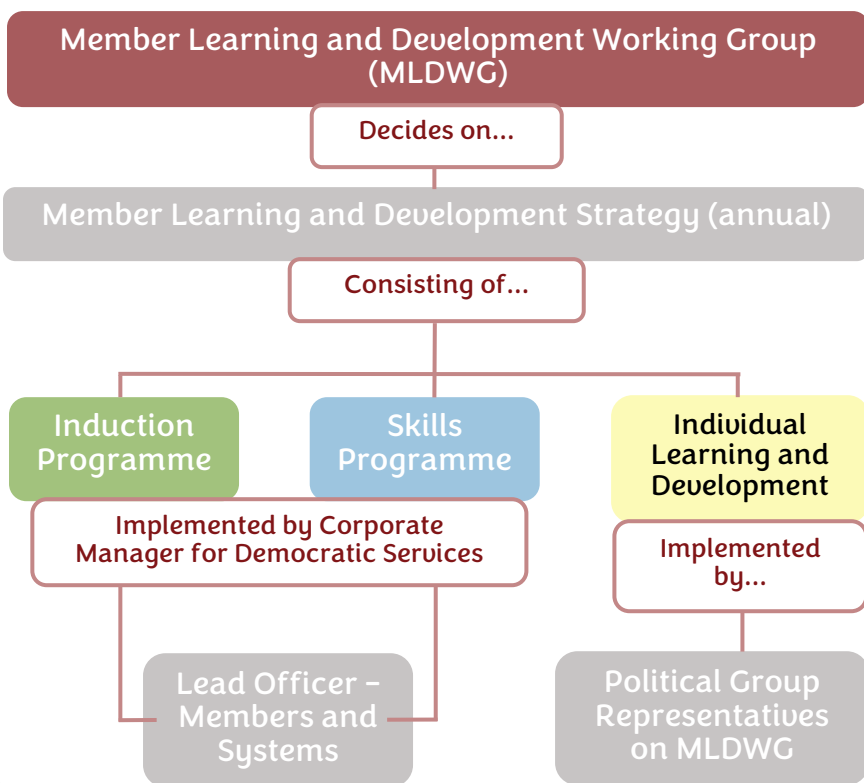
- To create a clear framework for the development of elected Members based upon their individual needs

Section 8 Councillor Training and Development Schedule

and the needs of the Council as a whole.

- To ensure that Members have the skills and knowledge necessary to lead the delivery of high-quality public services.
- To ensure that Members are fully aware of their responsibilities and accountability to the Council and their electorate.
- To support the continued lifelong development of Members to help prepare them for any roles they may have in the future.
- To ensure that training and development of Members is seen as a key factor in the success of the organisation.

1.4. Overview of the basic structure of this policy



Section 8 Councillor Training and Development Schedule

2. Supporting Framework

2.1. Resources

Each year the Council will identify the resources that can be devoted to Member Development. These resources will include:-

- Budget
- Particularly with regard to the Skills Programme, Member Learning and Development sessions will ideally be delivered by Members themselves, and failing this external trainers (for example from the LGA, Suffolk Association of Local Councils, professional training agencies, or think tanks), rather than officers. Direct training by officers should only be used when there is no-one else reasonably available with the necessary skills or expertise. This is to ensure that officers are not directing our elected representatives as to how they should be doing their jobs!
- There will, however, be continuous support from Democratic Services to organise and implement the programme (Democratic Services Manager and the officer for Member Development).
- The Leader for each Group will be responsible for Member Learning and Development for their Group.
- Members of the Working Group will, at their discretion, implement an Individual Learning and Development Process (as outlined in section 3.3.) amongst their particular Political Groups, with support from within that political group.
- Places available from sponsored or external funding e.g. LGA.
- Opportunities through attending seminars, conferences or visits hosted by partners.
- Whether or not training is delivered internally or externally depends on the topic, existing in-house expertise and the number

Section 8 Councillor Training and Development Schedule

of Members who have expressed an interest.

- If external trainers are chosen it is for their knowledge of the subject and experience working with elected representatives.
- Cost effectiveness is continually considered in the planning and evaluation stages.

2.2. The Member Learning and Development Working Group

2.2.1. Key Features:

- Will consist of representatives from all political groups on BOTH Councils (including independents if they are a group) and be supported by officers.
- Will meet quarterly (although meetings can be scheduled) to agree and review training and development activities for Members and to provide 'general leadership' on the issue.
- Reports to the Cabinet.

2.2.2. Terms of reference:

- To champion and encourage learning and development amongst Members.
- To engage all elected Members in the Learning and Development process.
- To be a reference point for Group Leaders with regards to member development.
- To assist in the shaping and prioritising of member development activities – for example, those sessions included on the Skills Programme.
- To encourage an effective member/officer working relationship that engages all elected Members.
- To ensure that member development and training opportunities relate to the Corporate Priorities of the organisation.
- To ensure that development opportunities are planned to fit in with the family and caring responsibilities of Members as far as possible.
- To develop and implement the 4 year-long Member Learning and Development Strategy, consisting of the

8.1 Member Learning and Development Policy

Induction Programme, the Skills Programme, and Individual Learning and Development, in the following manner:

- At the end of each year, to establish a Training Needs Analysis that evaluates the overall effectiveness of the Member Learning and Development Strategy for that year and identifies learning and development needs for the following year, and to receive an annual report informed by that analysis;
- Informed by the above-mentioned report, to review and decide upon the content of the Member Learning and Development Strategy for that year, and to identify and monitor the budget and other resources required to deliver it;
- Throughout the year, to regularly review and monitor the Strategy to ensure it meets the needs of Members and the Council as follows:-
 - By regularly monitoring how training is carried out and its effectiveness;
 - By monitoring Member involvement in the training and development;
- To take any necessary action as regards this.
- As regards individual training:
 - To establish criteria for funding bespoke/individual training and development requests;
 - To ensure that information from individual interviews is channelled through the Political Groups to the Working Group, so that it can be representative of the variety of political positions across the Council;
 - As part of Individual Learning and Development, to introduce a process for the implementation of Personal Development Plans and offer Members the opportunity to participate in the process.

2.3. The Lead Officer for Members and Systems

2.3.1. Terms of Reference:

- To support the Member Learning and Development Working Group and party leaders in carrying out their responsibilities.

Section 8 Councillor Training and Development Schedule

- To commission/organise delivery of training on recommendations from Members.
- To monitor the programme, feeding evaluation back to the Member Learning and Development Working Group and reporting their findings to the Cabinet.
- To publicise events to all Members.
- To create an annual Training Needs Assessment for Members and to ensure that this is statistically representative of the views of Members as a whole.
- For those Members who do not belong to a Political Group large enough to be included on the Member Learning and Development Working Group, to interview said Members to help them develop a Personal Development Plan (PDP).
- To provide Members with the option of a 6-monthly progress review as regards their PDP.

3. The Member Learning and Development Strategy

A Member Learning and Development Strategy should be created on a yearly basis by the Member Learning and Development Working Group, informed by the annual Training Needs Analysis. It will consist of the following core elements:

3.1. Induction Programme

- 3.1.1. All elected Members and Agents will be given dates on the Member Induction Day.
- 3.1.2. An induction pack will be given to new Members at the Count after the results are announced – how the council works, what is expected of Members.
- 3.1.3. A draft programme is provided to prospective new Members before the election outlining the programme so that they can be aware of timings and make this time available.

8.1 Member Learning and Development Policy

3.1.4. Existing Members will be invited to any of the sessions as a refresher / to share their own knowledge and experience.

3.2. Skills Programme

3.2.1. Officers organise trainers to implement this. These will ideally be either Members themselves or external trainers (for example from the LGA, Suffolk Association of Local Councils, professional training agencies, or think tanks), rather than officers.

3.2.2. Members will receive a guide of forthcoming training and the full training programme will appear on the Members extranet.

3.2.3. Members should be notified of forthcoming training courses via email alerts.

3.2.4. In order to support the diverse development needs of Members, development needs will be met through a range of sessions and training methods. In some cases, these will be delivered through the

Council's own internal resources. Where necessary, however, the Council will identify and buy in specialist providers with a proven track record of effectiveness and value for money. Where the Council can facilitate joint training with other partners or stakeholders it will do so. The following methods of delivery will be used:

- Training courses
- Councillor briefings and workshops
- Conferences and seminars
- E learning
- Peer mentors
- Visits to other stakeholders, partners etc
- Case studies

3.2.5. The following skills sessions should all be included as part of the programme at some point over the next four years:

- Casework and representation
- Chairing
- Collaborative and partnership working (see the Local Government Association's 'Political Skills Framework')

Section 8 Councillor Training and Development Schedule

- Communication, media relations and social media (see LGA Political Skills Framework for further information)
 - Community leadership and engagement (see LGA Political Skills Framework for further information)
 - Conflict resolution
 - Essentials for aspiring leaders
 - Effective meetings
 - IT skills
 - Influencing skills
 - Local government finance
 - Planning policy
 - Political understanding and integrity (see LGA Political Skills Framework)
 - Public speaking
 - Presentation skills
 - Project management
 - Scrutiny and challenging skills (see LGA Political Skills Framework)
 - Speed reading
 - Understanding of legal responsibilities / protocol (see LGA Political Skills Framework under 'Regulating and Monitoring Skills')
 - Workload / time management
- 3.2.6. Sometimes Members will want to attend events outside of the programme e.g. from their PDP / a skills gap not previously considered. This could, for instance, include conferences, courses or seminars conducted by Universities, the Local Government Association, the Suffolk Association of Local Councils, or external training organisations:
- To attend an ad-hoc course, the Member must agree this with their Political Group Leader or the Chair of the MLDWG and will be subject to budgetary agreement – this will then be given to Democratic Services to book.
 - Any copies of course notes should be stored in the Library of the members' extranet.
- ### 3.3. Individualised Learning and Development
- 3.3.1. Role Descriptions:
- Role descriptions have been formulated to clarify the responsibilities and expectations for

8.1 Member Learning and Development Policy

prospective Members, newly elected Members and existing Members, members of the public, partner organisations and officers.

- The formal introduction of Member Role Descriptions are intended to guide Members in terms of the expectations associated with their role, to inform the public and officers and provide a useful tool for future Member training and development.

3.3.2. Personal Development Plans:

- Representatives of those Political Groups represented on the Member Learning and Development Working Group are responsible for ensuring that each Member of their particular Political Group develops a Personal Development Plan regarding their current and future development and training needs as Members. The PDP will identify the individual's strengths and clarify the needs of their

role that require further training.

- For Political Groups not large enough to be represented on the Member Learning and Development Working Group, individual interviews will be conducted by the Lead Officer - Members and Systems.
- Members must have a PDP interview with their Member Learning and Development representative, their Group Leader or with officers and attend 12 hours of training to receive their full remuneration package
- Outcomes of interviews retained in PDP folders.

4. Evaluation

4.1. Continuous review:

- 4.1.1. Induction training followed by a 6-month assessment of the impact, knowledge or skill gained in helping the Member in their new role.
- 4.1.2. Attendance at training and development events recorded to identify and

Section 8 Councillor Training and Development Schedule

address issues around non-attendance.

4.1.3. Published role descriptions and a Member Development folder are provided to Members, which are used for self-evaluation at the end of the year.

4.1.4. PDP process and Member Development folders – targets reviewed at the 6-month review and at the Members next PDP.

4.2. Annual Training Needs Analysis:

4.2.1. There will be an annual Training Needs Analysis presented to Council consisting of...

- The annual Member Learning and Development Survey (reviewed by the Member Support Officer each year). The survey should include questions on which sessions and styles of learning delivery Members found successful the previous year, what could have been improved, how many sessions they

attended, and which sessions and methods of delivery they would like included on the following year's Strategy.

There should also be an additional section gathering brief information on cultural and personal circumstances, in order that the content and timings of sessions more adequately fits Members' needs.

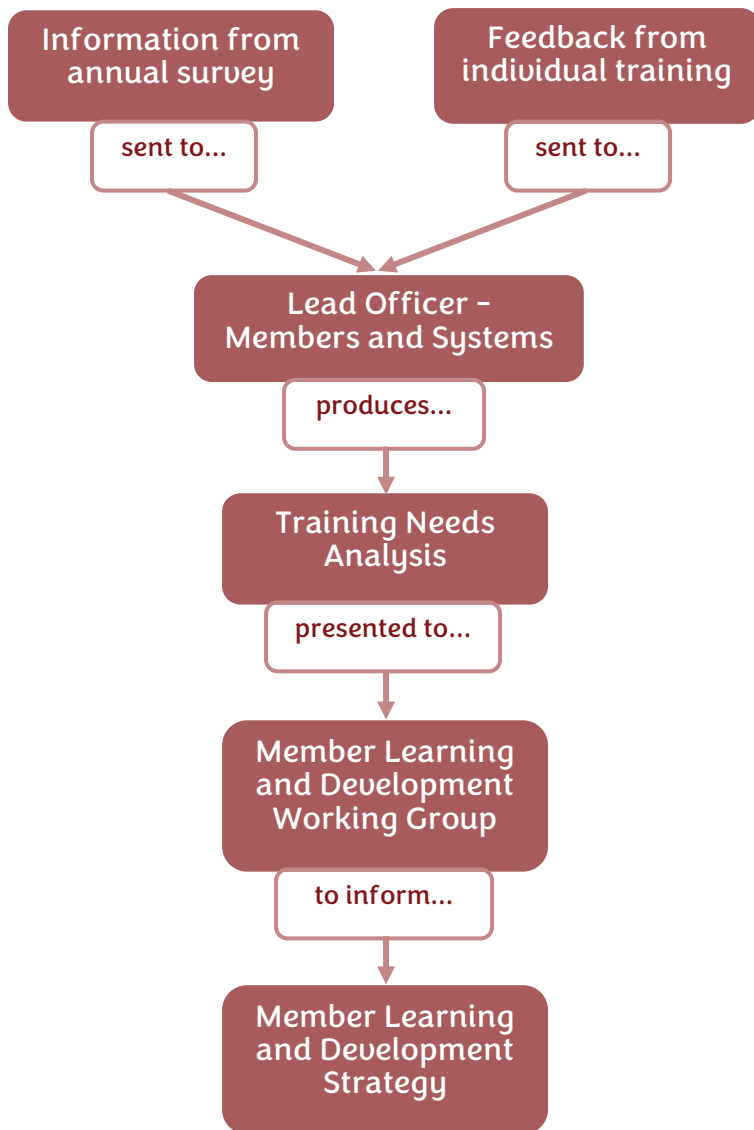
- Data from the survey should be triangulated with anonymised data from PDPs.
- Feedback data from individual sessions.
- Feedback taken from officers regarding Member development.
- Feedback obtained from senior Members of the Councils' Cabinets, especially the Leaders.
- Feedback from other Councils.
- Performance Indicators are agreed by the MLDWG – currently they are:
 - Activity indicator – average number of training hours / days per Member;

8.1 Member Learning and Development Policy

- Financial indicators –
 - Actual cost per elected Member;
 - Average cost per elected Member;
- Learning outcome indicators:
 - Number of personal performance targets achieved (but this would merely reflect relative, rather than absolute, progress);
 - 90% of Members to undertake PDP meeting;
 - 100% of newly elected Members to take part in the induction process;
 - All Members who attend training events (including ad hoc) asked to complete an evaluation form – these are then collated and used as part of the Training Needs Analysis.

8.1 Member Learning and Development Policy

4.2.2. Learning and development events will be reviewed and changes made where necessary.



8.2 Online training resources

LGA councillor workbooks: The LGA has created a set of workbooks (<https://www.local.gov.uk/councillor-workbooks>) as a distance learning resource for new councillors, covering a wide range of areas. They have questions, case studies etc, and cover the following topics:

- Acting on climate change
- Being an effective ward councillor
- Bribery and fraud prevention
- Chairing skills
- Commissioning services
- Community leadership
- Community safety
- Councillor/officer relations
- Creating a 'fit for the future organisation'
- Engaging young people
- Facilitation and conflict resolution
- Handling casework
- Handling complaints for service improvement
- Health and safety in the council
- Influencing skills
- Local government finance
- Planning
- Neighbourhood & community engagement
- Neighbourhood planning - ward councillors
- Scrutiny
- Scrutiny of finance
- Stress management and personal resilience
- Supporting residents with complex issues
- Working with town and parish councils



9

Section 9 - Glossary of Local Government Terms

In local government, you may hear a lot of new words and initials. This list will help you with some of the most common.

Administration: The main Political Party.

ASBO: Anti-Social Behaviour Order.

Back bencher: A non-Cabinet member of the Council.

B+MS/ BMS: Babergh and Mid Suffolk Councils.

Cabinet or Executive: The body of Councillors appointed by the Leader to assist them in the running of the Council. Most decisions are made by the Leader, or by Cabinet, either collectively or by a single Cabinet Member acting with delegated authority.

Cabinet Member with Portfolio: A Cabinet Member who is responsible for a particular area of the Council's work, such as Finance or Environment.

Chairman: A Councillor chosen by the Council to act as

adjudicator in Council meetings. The Chairman must be neutral and is responsible for ensuring that meetings are fair, and procedure is followed.

Code of Conduct: The rules regarding a Councillor's behaviour that all Councillors sign up to upon being elected. If a Councillor breaks the Code of Conduct, they may be penalised by the Monitoring Officer.

Committee: A group of Councillors appointed for a specific function by the Council. These areas of specialty can be things like Planning.

Connect: Babergh and Mid Suffolk District Councils' Intranet.

Constitution: The Constitution outlines the specific powers the Council holds, the procedures by which decisions are made, and the structures of the decision-making bodies within the Council.

Council: A body made up of Councillors who are elected in local elections. Councils are

responsible for running their local area.

Delegation: The Council can confer or delegate powers and duties to Committees or officers. Similarly, the Leader can delegate their powers to Cabinet Members or to officers.

DPI: Disclosable Pecuniary Interest.

EELGA: East of England Local Government Association.

EHO: Environmental Health Officer

ELT: Extended Leadership Team (Chief Executive, Strategic Directors, Assistant Directors and Corporate Managers).

EQIA: Equality Impact Assessment.

Flexi: Flexitime.

FOI: Freedom of Information Request.

Forthcoming Decisions List: The Forthcoming Decisions List is a list of the Council's key decisions that will be made over the coming weeks. It is published on a

weekly basis, and includes a summary of the decision to be made, the responsible cabinet member, and the relevant officer.

FTE: Full time equivalent.

GDPR: General Data Protection Regulations.

Governance: The style in which the Council fulfils its duties. 'Good governance' usually includes openness, stakeholder engagement, and integrity. Local authorities must prepare an annual governance statement, reviewing their own governance structure and its effectiveness.

GRA: General Revenue Account.

Head of Paid Service: The Head of Paid Service is a statutory officer post, held in Babergh Mid Suffolk's case by Chief Executive, Arthur Charvonia. They are responsible for appointing, structuring and managing the Council's paid staff.

Section 9 Glossary of Local Government Terms

HMO: House in Multiple Occupation.

HR: Human Resources.

HRA: Housing Revenue Account.

IER: Individual electoral registration.

IT / ICT: Information & Communications Technology.

JPEU: Joint Emergency Planning Unit.

Key decision: A decision to be made by the Council that is likely to result in significant expenditure, significant savings, or a significant impact on areas comprising two or more wards.

Leader of the Council: The Leader is elected by the Council. By law, overall responsibility for the decisions made by the Cabinet rests with the Leader. The Leader can make these decisions alone, with the Cabinet collectively, or by using the Leader's delegated authority, a Cabinet Member, a Committee, or an officer can decide.

LEP: Local Enterprise Partnership.

LGA Local Government Association.

LNPI: Local non pecuniary interest.

Member: Member of the Council or a Councillor.

Monitoring Officer (MO): The Monitoring Officer is a statutory officer post and cannot be held by the local authority's Head of Paid Service. The Monitoring Officer must report to the authority if any proposed action would go against existing laws or result in maladministration.

The Monitoring Officer is also responsible for assessing if a District, Parish or Town Councillor has violated the Code of Conduct and taking action if this is found to be the case.

MTFS: Medium Term Financial Strategy.

Overview and Scrutiny

(O+S): By law, the Council must have an Overview and Scrutiny Committee that reflects the respective sizes of the political groups on the Council. It must also be made up of Councillors who do not sit on Cabinet.

Outside bodies:

Organisations the Council partners closely with.

PCC: Police and Crime Commissioner.

PH: Portfolio Holder – a member of the Cabinet who has been assigned a specific responsibility.

Political awareness:

Sensitivity to public policy and government, and the agendas driving politicians.

Register of interests (ROI):

Councillors are legally obligated to be open and transparent about their personal and financial interests. This can include listing their investments, their employer, and those of their spouses or family. The Register of Interests is maintained by the Monitoring Officer.

Ring-fenced: Money which can only be spent on a particular thing or service.

RSL: Registered Social Landlord.

S.151 Officer: Chief Financial Officer - Responsible for advising Cabinet and Council whether a decision is likely to be considered contrary or not wholly in accordance with the budget.

SCC: Suffolk County Council.

SLT: Senior Leadership Team (Chief Executive, Strategic Directors and Assistant Directors).

SNT: Safer Neighbourhood Team.

SRP: Shared Revenues Partnership.

Triple-hatter: A Councillor who sits on Town, District and County Councils.

Twin-hatter: A Councillor who sits on both the District Council and the County Council.

Suffolk County Council Electoral Map 2005-2025

Suffolk County Council

Aldeburgh & Leiston

Beccles (2)

Belstead Brook

Bixley

Blackbourn

Blything

Bosmere

Brandon

Bridge

Bungay

Carlford

Chantry (2)

Clare

Cosford

Eastgate & Moreton Hall

Exning & Newmarket

Felixstowe Coastal (2)

Felixstowe North & Trimley

Framlingham

Gainsborough

Gipping Valley

Great Cornard

Gunton (2)

Hadleigh

Halesworth

Hardwick

Hartismere

Haverhill Cangle (2)

Haverhill East & Kedington

Hoxne & Eye

Kesgrave & Rushmere St Andrew (2)

Kessingland & Southwold

Lowestoft South (2)

Martlesham

Melford

Mildenhall

Newmarket & Red Lodge

Oulton (2)

Pakefield (2)

Peninsula

Priory Heath

Row Heath

Rushmere

Samford

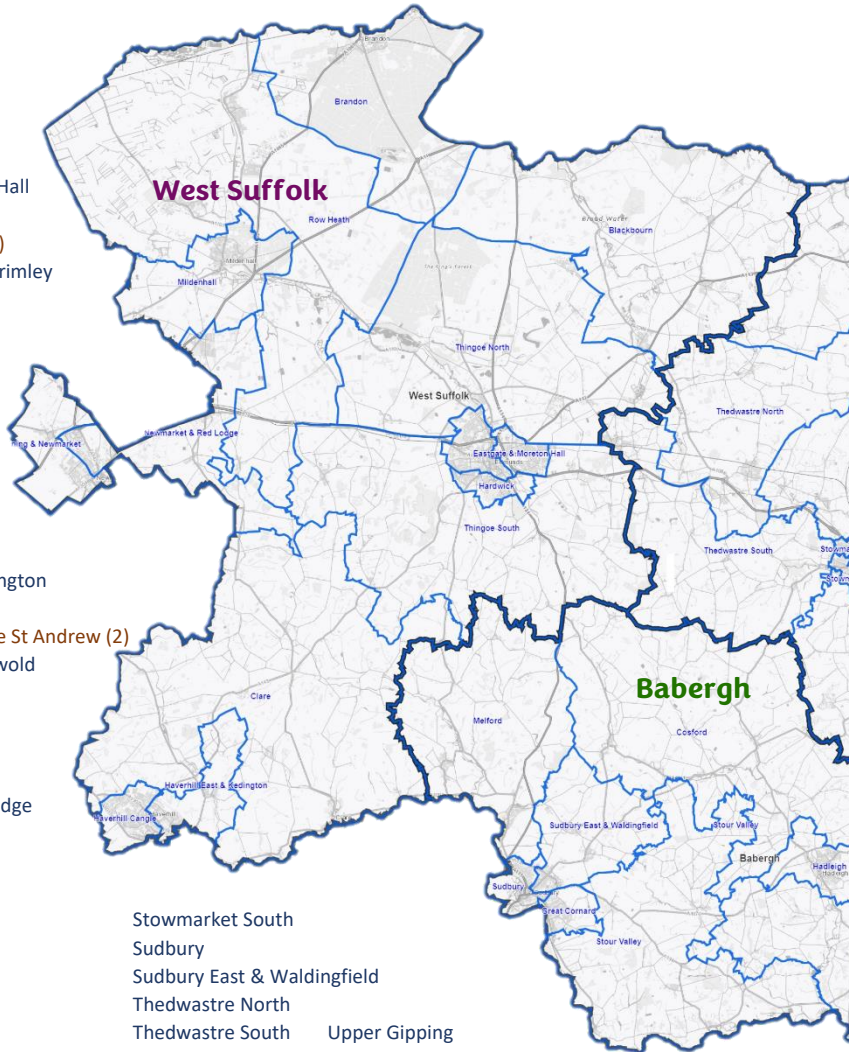
St Helen's

St John's

St Margaret's & Westgate (2)

Stour Valley

Stowmarket North & Stowupland



Stowmarket South

Sudbury

Sudbury East & Waldingfield

Thedwastre North

Thedwastre South

Thingoe North

Thingoe South

Thredling

Tower (2)

Upper Gipping

Whitehouse & Whitton (2)

Wickham

Wilford

Woodbridge

Electoral Divisions Map 2005-2025



Districts & Boroughs Councils:

- Babergh**
- East Suffolk**
- Ipswich**
- Mid Suffolk**
- West Suffolk**

Ipswich



Babergh and Mid Suffolk District Councils
Councillor Induction Handbook

*63 electoral divisions will be replaced by 2 of these in 2023

Suffolk County Council Electoral Map 2025

KEY TO ELECTORAL DIVISIONS

A BABERGH DISTRICT

- 1 BROOK
- 2 CONSTABLE
- 3 CORNARD & SUDBURY EAST
- 4 COSFORD
- 5 HADLEIGH
- 6 MELFORD
- 7 PENINSULA
- 8 STOUR VALLEY
- 9 SUDBURY WEST

B EAST SUFFOLK DISTRICT

- 10 ALDEBURGH & LEISTON
- 11 BECCLES & KESSINGLAND
- 12 BLYTH ESTUARY
- 13 BUNGAY
- 14 CARLFORD
- 15 CARLTON & WHITTON
- 16 CARLTON COLVILLE
- 17 FELIXSTOWE CLIFFLANDS
- 18 FELIXSTOWE MARITIME
- 19 FRAMLINGHAM & WICKHAM MARKET
- 20 GUNTON
- 21 HALESWORTH
- 22 HARBOUR
- 23 KESGRAVE
- 24 KIRKLEY & PAKEFIELD
- 25 MARTLESHAM
- 26 OULTON
- 27 OULTON BROAD & NORMANSTON
- 28 RUSHMERE ST ANDREW
- 29 SAXMUNDHAM & DISTRICT
- 30 WALTON & TRIMLEYS
- 31 WILFORD
- 32 WOODBRIDGE

C IPSWICH BOROUGH

- 33 BELSTEAD HILLS
- 34 BIXLEY
- 35 BRIDGE
- 36 GAINSBOROUGH
- 37 GIPPING
- 38 PRIORY HEATH
- 39 RUSHMERE
- 40 ST CLEMENT'S
- 41 ST MARGARET'S
- 42 WESTBOURNE
- 43 WESTGATE
- 44 WHITTON

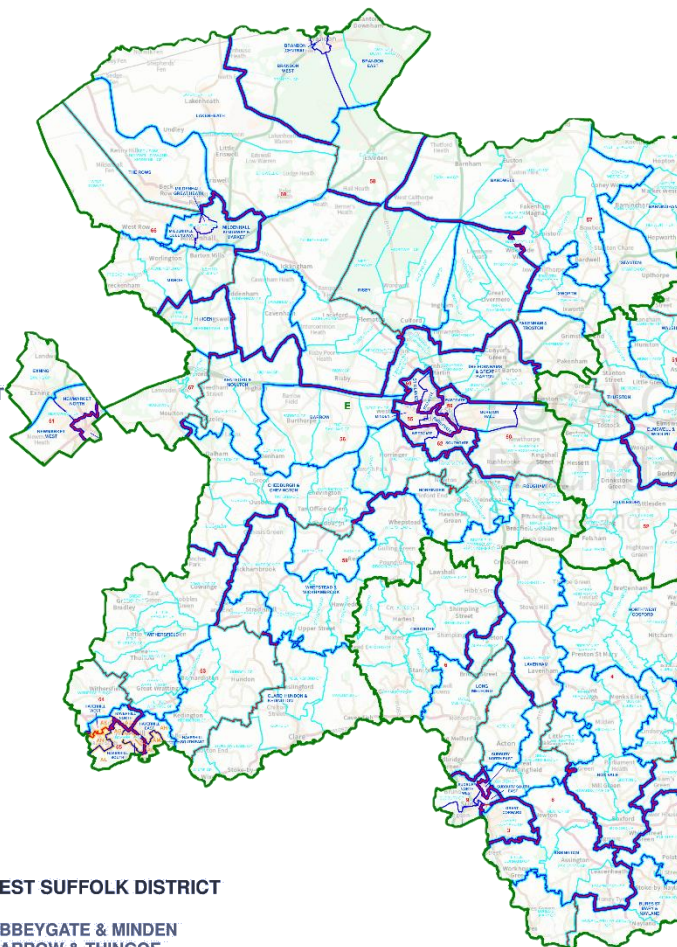
D MID SUFFOLK DISTRICT

- 45 BOSMERE
- 46 GIPPING VALLEY
- 47 HARTISMERE
- 48 HOXNE & EYE
- 49 STOWMARKET EAST
- 50 STOWMARKET WEST
- 51 THEDWASTRE NORTH
- 52 THEDWASTRE SOUTH
- 53 THREDLING
- 54 UPPER GIPPING

E WEST SUFFOLK DISTRICT

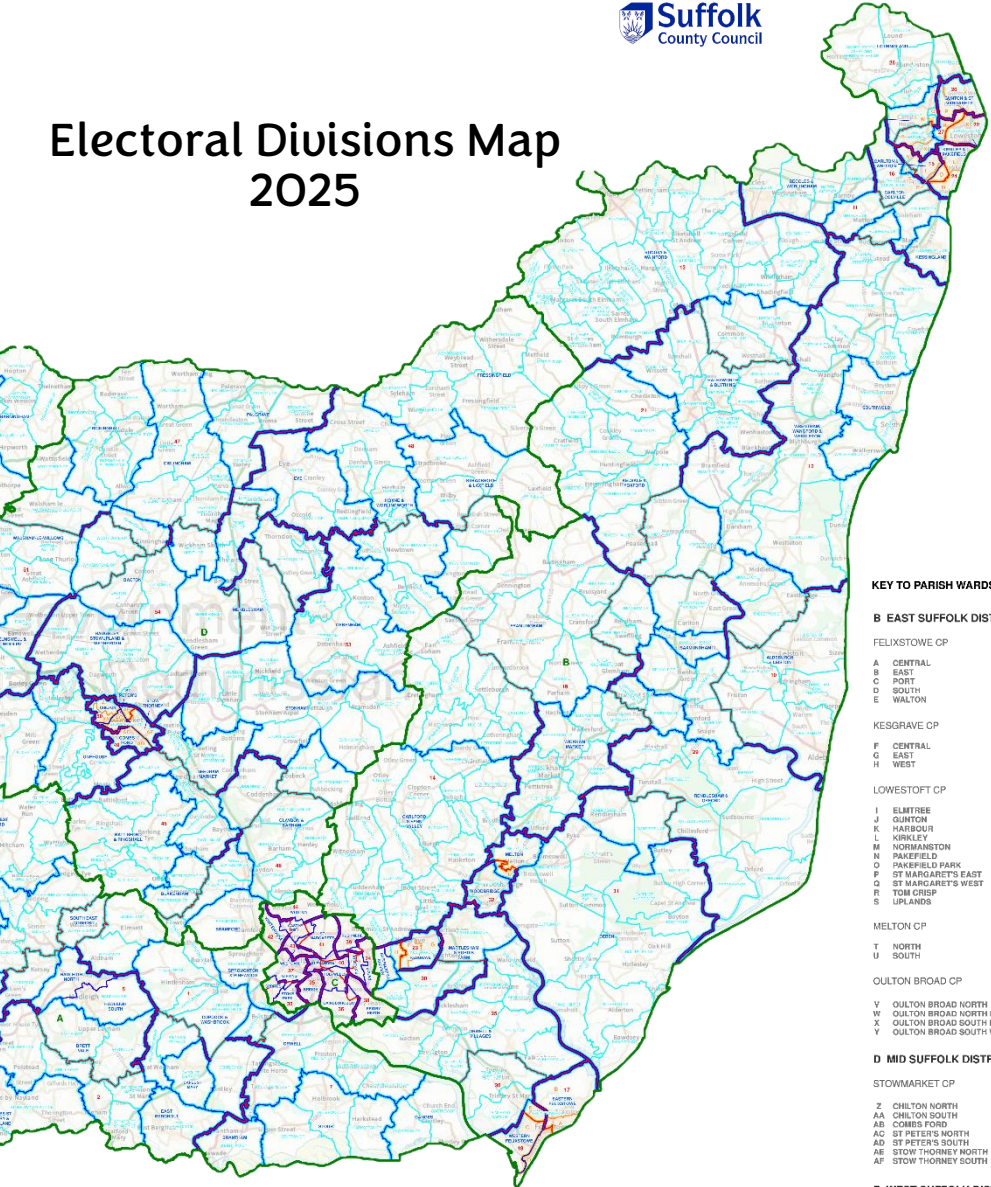
- 55 ABBEYGATE & MINDEN
- 56 BARROW & THINGOE
- 57 BLACKBOURN
- 58 BRANDON
- 59 CLARE
- 60 EASTGATE & MORETON HALL
- 61 EXNING & NEWMARKET
- 62 HARDWICK
- 63 HAVERHILL EAST & RURAL
- 64 HAVERHILL NORTH WEST & WITHERSFIELD
- 65 HAVERHILL SOUTH
- 66 MILDENHALL
- 67 NEWMARKET & RED LODGE
- 68 ROW HEATH
- 69 ST OLAVES & TOLLGATE

Suffolk County Council















*The only two-Councillor division allocated is Beccles & Kessingland (11)

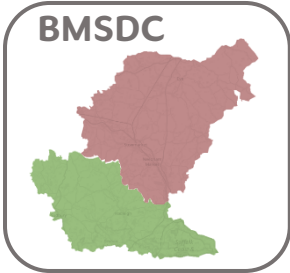
Electoral Divisions Map 2025



- KEY TO PARISH WARDS**
- B EAST SUFFOLK DISTRICT**
- FELIXSTOWE CP
- A CENTRAL
 - B EAST
 - C PORT
 - D SOUTH
 - E WALTON
- KESGRAVE CP
- F CENTRAL
 - G EAST
 - H WEST
- LOWESTOFT CP
- I ELMTREE
 - J QUINTON
 - K HARTICOUR
 - L KIRKLEY
 - M NORMANSTON
 - N PAKEFIELD
 - D PAKEFIELD PARK
 - P ST MARGARET'S EAST
 - Q ST MARGARET'S WEST
 - R TOM CRISP
 - S UPLANDS
- MELTON CP
- T NORTH
 - U SOUTH
- QUILTON BROAD CP
- V QUILTON BROAD NORTH
 - W QUILTON BROAD NORTH EAST
 - X QUILTON BROAD SOUTH EAST
 - Y QUILTON BROAD SOUTH WEST
- D MID SUFFOLK DISTRICT**
- STOWMARKET CP
- Z CHILTON NORTH
 - AA QUILTON SOUTH
 - AB COMBS FORD
 - AC ST PETER'S NORTH
 - AD ST PETER'S SOUTH
 - AE STOW THORNEY NORTH
 - AF STOW THORNEY SOUTH
- E WEST SUFFOLK DISTRICT**
- HAVERHILL CP
- AG CENTRAL
 - AH EAST
 - AI ROBERT ROAD
 - AJ NORTH
 - AK NORTH WEST
 - AL SOUTH
 - AM SOUTH EAST
 - AN WEST

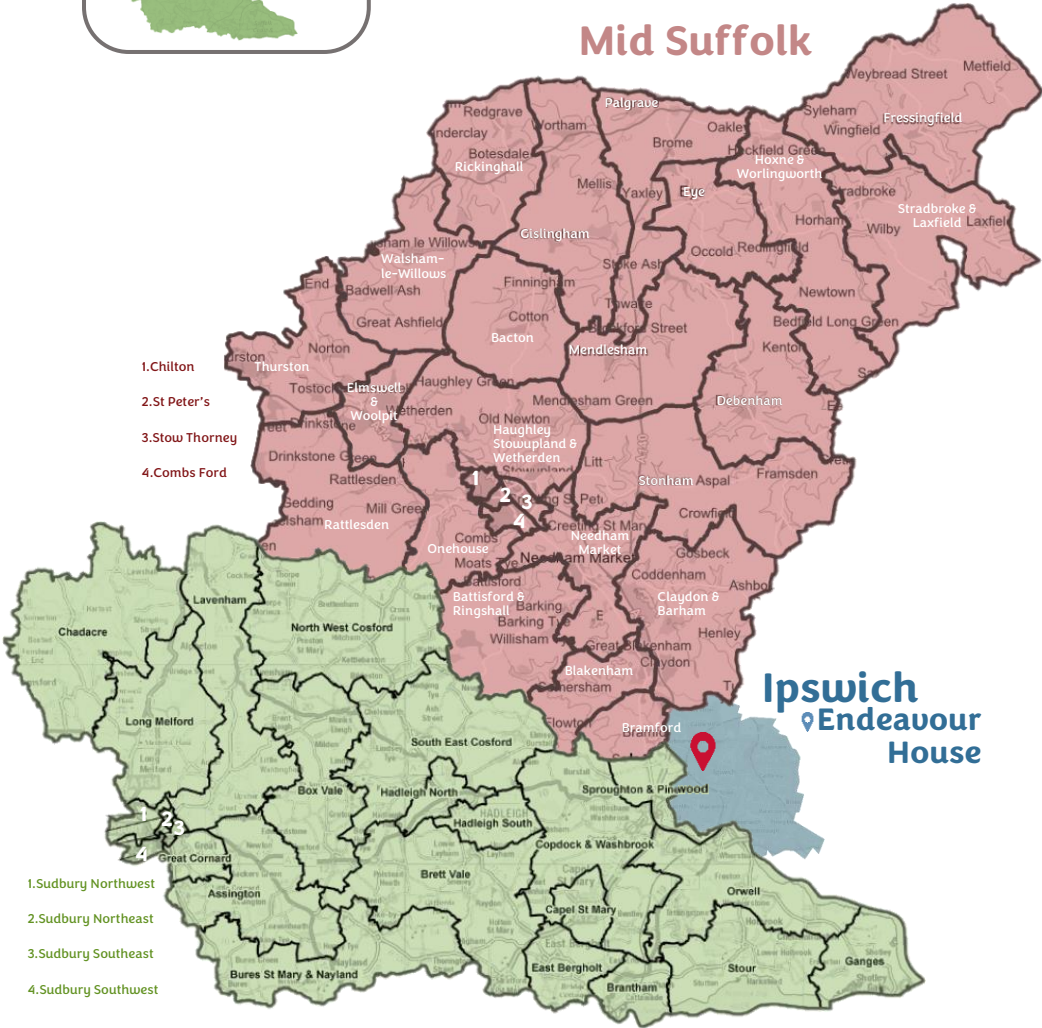
| KEY | |
|--|--|
|  | DISTRICT/BOROUGH COUNCIL BOUNDARY |
|  | PROPOSED ELECTORAL DIVISION BOUNDARY |
|  | WARD BOUNDARY |
|  | PARISH BOUNDARY |
|  | PROPOSED PARISH WARD BOUNDARY |
|  | PROPOSED ELECTORAL DIVISION BOUNDARY COINCIDENT WITH PARISH BOUNDARY |
|  | PROPOSED ELECTORAL DIVISION BOUNDARY COINCIDENT WITH PROPOSED PARISH WARD BOUNDARY |
|  | WARD BOUNDARY COINCIDENT WITH PROPOSED PARISH WARD BOUNDARY |
|  | PROPOSED ELECTORAL DIVISION BOUNDARY COINCIDENT WITH WARD BOUNDARY AND PARISH BOUNDARY |
|  | PROPOSED ELECTORAL DIVISION BOUNDARY COINCIDENT WITH WARD BOUNDARY AND PROPOSED PARISH WARD BOUNDARY |
|  | WARD NAME |
|  | PARISH NAME |

BMS Districts Map



Babergh Mid Suffolk Ward Map

Mid Suffolk



Ipswich Endeavour House

Babergh

10

Section 10 – Appendices

Appendix A: Endeavour House location

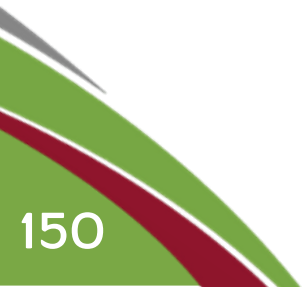


Appendix B: Endeavour House floor plans & meeting rooms

Babergh and Mid Suffolk staff are based on the first floor of Endeavour House, in Gold Block. **The meeting rooms available for councillors to use are highlighted red [Check].** Please see the following pages for more meeting rooms useable by councillors.

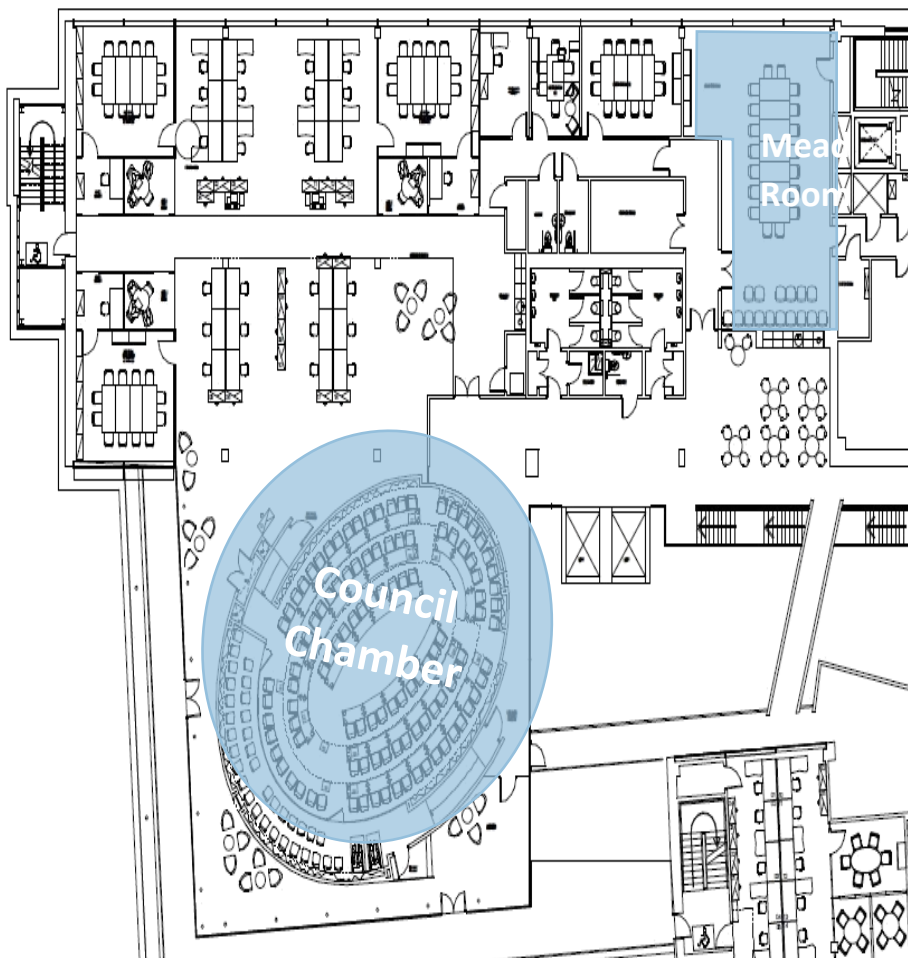
First Floor - Gold Block

[Insert new floorplan when available]



Second Floor – Gold Block – Rose Mead Room

Council Chamber



Ground Floor - Meeting Rooms



Appendix C: Suffolk Local Code of Conduct



Babergh & Mid Suffolk District Councils

Suffolk Local Code of Conduct for Members

In accordance with section 26 to 37 of the Localism Act 2011, on 19 and 21 June 2012 respectively Babergh and Mid Suffolk District Councils (individually "the Council") resolved to adopt the Suffolk Local Code of Conduct to take effect from 1 July 2012 for the purposes of discharging its duty to promote and maintain high standards of conduct within its area.

Until otherwise amended or replaced by a decision of the Council, the Suffolk Local Code of Conduct set out below shall hereafter apply to all elected members and any co-opted members entitled to vote on any

decisions of the council or its committees, sub committees or joint committees when acting in their capacity as a member of the Council.

Preamble

The Suffolk Local Code of Conduct shall be interpreted in accordance with the following 7 principles of public life identified by the Committee on Standards in Public Life chaired by Lord Nolan:

Selflessness - Holders of public office should act solely in terms of the public interest. They should not do so in order to gain financial or other material benefits for themselves, their family, or their friends.

Integrity - Holders of public office should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.

Objectivity - In carrying out public business, including making public appointments, awarding contracts, or recommending individuals for rewards and benefits, holders of public office should make choices on merit.

Accountability - Holders of public office are accountable for their decisions and actions to the public and must submit themselves to whatever scrutiny is appropriate to their office.

Openness - Holders of public office should be as open as possible about all the decisions and actions that they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands.

Honesty - Holders of public office have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest.

Leadership - Holders of public office should promote and support these principles by leadership and example.

SUFFOLK LOCAL CODE OF CONDUCT APPLICABLE TO ELECTED MEMBERS AND CO-OPTEEES APPOINTED TO THE COUNTY BOROUGH DISTRICT AND PARISH COUNCILS IN SUFFOLK

1. You must treat others with respect.

2. You must not –

- (1) do anything which may cause your authority to breach any of the Council’s duties under the Equality Act 2010
- (2) bully any person;
- (3) intimidate or attempt to intimidate any person who is or is likely to be—
 - (a) a complainant,
 - (b) a witness, or
 - (c) involved in the administration of any investigation or proceedings, in relation to an allegation that a member (including yourself) has failed to comply with their authority's code of conduct; or
- (4) do anything which compromises or is likely to compromise the impartiality of those who work for, or on behalf of, your authority.

3. You must not –

- (1) disclose information given to you in confidence by anyone, or information acquired by you which you believe, or ought reasonably to be aware, is of a confidential nature, except where—

- (a) you have the consent of a person authorised to give it;
 - (b) you are required by law to do so;
 - (c) the disclosure is made to a third party for the purpose of obtaining professional advice provided that the third party agrees not to disclose the information to any other person; or
 - (d) the disclosure is reasonable, in the public interest, made in good faith and in compliance with the reasonable requirements of the authority; or
- (2) prevent another person from gaining access to information to which that person is entitled by law

4. You must not –

- (1) conduct yourself in a manner which could reasonably be regarded as bringing your office or authority into disrepute.
- (a) your authority's chief finance officer; or
 - (b) your authority's monitoring officer, where that officer is acting pursuant to their statutory duties.

5. You –

- (1) must not use or attempt to use your position as a member improperly to confer on or secure for yourself or any other person, an advantage or disadvantage; and
 - (2) must, when using or authorising the use by others of the resources of your authority—
 - (a) act in accordance with your authority's reasonable requirements;
 - (b) ensure that such resources are not used improperly for political purposes (including party political purposes); and
 - (3) must have regard to any applicable Local Authority Code of Publicity made under the Local Government Act 1986.
- (1) When reaching decisions on any matter you must have regard to any relevant advice provided to you by—

- (2) You must give reasons for all decisions in accordance with any

statutory requirements and any reasonable additional requirements imposed by your authority.

7. Registration of interests

- (1) You must register within 28 days of becoming a member of the Council (and to notify the Council's Monitoring Officer of any changes within 28 days) any Disclosable Pecuniary Interests you may have for publication in the Register of Members' Interests.
- (2) You may not at any time discharge any function or participate in any Council business or discussions, or vote on any issues that relate to or concern any of your Disclosable Pecuniary Interests where you are aware that you have a relevant Disclosable Pecuniary Interest. You may not remain in the chamber or meeting room or in the public gallery when any matter that relates to any of your Disclosable Pecuniary Interests is under discussion or debate unless
- (3) you have requested and obtained a written dispensation from your [Council's Monitoring Officer or other arrangement] in advance of the relevant meeting.
- (3) You must register within 28 days of becoming a member of the Council and to notify your Council's Monitoring Officer of any changes within 28 days any non statutory Local Non Pecuniary Interests set out in Appendix A to this code but you may participate in any discussions or debates relating or concerning any of your Local Non Pecuniary Interests after the date of registration.
- (4) You must declare any Disclosable Pecuniary Interest or Local Non Pecuniary Interest to a meeting where business is relevant to those interests, including those interests that are already registered with the Monitoring Officer or where registration is pending.

- (5) You must register, within 28 days, any gifts and hospitality received by you in accordance with the instructions issued within your Council by the Monitoring Officer.
- (6) The Council's Register of Interests will be available for inspection at the Council offices during normal office hours and will be published on the Council's website.

Local Non Pecuniary Interest should be treated as a Sensitive Interest and excluded from the published version of the Register of Members' Interests.

8. Sensitive Interests

You may also apply to your Council's Monitoring officer for non publication of the full details of any of your Disclosable Pecuniary Interests or Local Non Pecuniary Interests where you reasonably believe that publication of the details of a particular Disclosable Pecuniary Interests or Local Non Pecuniary Interests could result in your being subjected to violence or intimidation. In considering such applications the Monitoring Officer shall have regard to any representations made by you in determining whether they considers the relevant Disclosable Pecuniary Interest or

Appendix A of the Suffolk Local Code of Conduct:

Part 1: Description of categories of Disclosable Pecuniary Interests

1. Any employment, office, trade, profession or vocation carried on by you or a relevant person for profit or gain.
2. Any payment or provision of any other financial benefit (other than from the Council) made or provided within the relevant period in respect of any expenses incurred in carrying out your duties as a member, or towards your election expenses. This includes any payment or financial benefit from a trade union within the meaning of the Trade Union and Labour Relations (Consolidation) Act 1992 other than from a registered political party.
3. Any beneficial interest in securities of a body where -
 - (1) that body (to your knowledge) has a place of business or land in the area of the Council and,
 - (2) either:
 - (a) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or
 - (b) the beneficial interest exceeds one hundredth of the total issued share capital of the share capital of that body, if of more than one class, the total nominal value of the shares of any one class.
4. Any contract which is made between the Council and (1) you (2) your spouse or civil partner (3) a person with whom you live as husband and wife (4) a person with whom you live as if you are civil partners (or a body in which you or they have a beneficial interest)-
 - (1) under which goods or services are to be provided or works are to be executed; and
 - (2) which has not been fully discharged.
5. A beneficial interest in any land in the Council's area.
6. Any tenancy where to your knowledge (a) the landlord is the Council and (b) the tenant is a body in which you or a relevant person has a beneficial interest.
7. A licence of any land in the Council's area (alone or jointly with others) that you or a relevant person occupy for a month or longer.

Part 2: Description of categories of Local Non Pecuniary Interests

1. Any body of which you are a member or in a position of general control or management and to which you are appointed or nominated by the Council;
2. Any body-
 - (1) exercising functions of a public nature;
 - (2) directed to charitable purposes; or
 - (3) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union);

of which you are a member or in a position of general control or management;

3. The interests of any person from whom you have received a gift or hospitality with an estimated value of at least £25.

Appendix D: Local Councillor's Guide to Personal Safety

Face-to-face contact is vital for the relationship between councillors and the communities they serve. It allows constituents to share problems and concerns. Whilst such contact is usually rewarding and non-adversarial for councillors, most councillors do become experienced in listening respectfully and calming down frustrated residents who often first contact their elected representative when they feel that they have no other options.

The purpose of this guide is not to make councillors nervous, but to set out what personal safety measures can reasonably be taken. Most councillors will go their entire term of office without experiencing any problems, and a little time given to preparations can reduce the already small risk even further.

1. Ward surgeries:

- Do not hold surgeries alone in an otherwise empty building. Try to get someone to act as a 'receptionist'. This is both safer, and makes

it much easier to manage a busy surgery.

- Use Council buildings where possible.
 - Have a separate waiting area and interview area, to ensure confidentiality for your constituents.
 - Do not sit directly opposite your constituents, as it can be confrontational. A 45% angle degree is best.
 - Make sure you sit closest to the door, and check that it cannot be locked from the inside.
2. Home visits: Home visits are a useful resource, for example when dealing with elderly or disabled constituents. Councillors should trust their own instincts about whether to visit someone at their home, but bear in mind:
- Consider taking a colleague with you.
 - Consider inviting the person to a public place, like a café.
 - Make a phone call during the home visit or arrange for someone to call and check in on you.
 - State that you are expected elsewhere by a certain time.

3. Dealing with emotional constituents:
 - It is worth having tissues on hand in case someone is upset.
 - Remaining calm is important; councillors need to be concerned about constituent's problems without being too emotional to be of help.
 - If someone makes racist or offensive remarks directed at you, do not respond, as this could worsen the situation. Just end the interview as quickly as possible. If someone makes such remarks generally, make clear that such remarks are not acceptable and you will need to end the interview; doing so will often prompt an apology.

4. Malicious and nuisance telephone calls: Councillors can sometimes receive nuisance or abusive telephone calls, and very infrequently may become the target of a persistent anonymous caller. These calls need to be dealt with in accordance with police advice:
 - Keep the caller talking.

5. Malicious and nuisance mail: All malicious or threatening letters should be given immediately to the police, and the Monitoring Officer informed.

6. Car safety:
 - Note any clues as to age, sex, accent etc.
 - Listen for any clues as to the motive and intention of the caller.
 - Listen for background noise which may provide useful information, such as railway sounds, music, animals, industrial noises.
 - Write these details down to assist the police at a later stage.
 - Inform the police and the Council.

- Report any incidents, even if minor or 'nearly happened', to the Corporate Manager Governance and Civic Office, Jan Robinson,

(Janice.robinson@babberghmidsuffolk.gov.uk). This will allow the Council to decide if any action needs to be taken and possibly warn other councillors.



In addition, Babergh and Mid Suffolk offer access to the TotalMobile Personal Safety App for Councillors.

To do so, please contact the Corporate Manager for Health & Safety, Emergency Planning and Business Continuity via the below email address:

Jonathan.Free@babberghmidsuffolk.gov.uk

Appendix E: Safeguarding

PLEASE NOTE: Some of these numbers are specifically for Councillors use only and not for sharing with the general public.

Safeguarding is everyone's responsibility

What is Safeguarding?

Protecting a child's or adult's right to live in society, free from abuse and neglect.

Working together to prevent and stop the risks and experiences of abuse or neglect, while at the same time making sure that the child's welfare and adult's wellbeing is promoted.

If you are concerned about an Adult at risk:

Call the Professional Consultation Line (**not for public**) –

03456 061 499 to speak to a MASH Social Worker

Complete the online referral for Safeguarding concerns including Self-Neglect & Hoarding available from:

<http://www.suffolkas.org>

If you have concerns that an adult may be at immediate risk telephone:

Customer First - **0808 800 4005**

Suffolk Police - **01473 613500**

In an emergency call **999** and ask for the Police

If you are concerned about a child:

PREVENT

Call the Professional Consultation Line (**not for public**) –

03456 061 499 to speak to a MASH Social Worker

Complete an online Multi-Agency Referral Form (MARF) available from:

<http://www.suffolkscb.org.uk>

If you have an urgent safeguarding concern that a child may be at risk telephone:

Customer First: **0808 800 4005**
(Members of the public)

In an emergency call **999** and ask for the Police

Prevent is a part of the government's counter-terrorism strategy that aims to stop people becoming terrorists or supporting terrorism. It is considered to be "the only long term solution" to the threat from terrorism.

Prevent is about supporting and protecting those people that might be susceptible to radicalisation, ensuring that individuals are diverted away before any crime is committed.

Call the Police using the non-emergency **101** number

Email:

Prevent@norfolk.pnn.police.uk or

Email PC Faruk Ullah:

faruk.ullah@suffolk.pnn.police.uk

Telephone: **01473 613888** x5490

Website: LTAI (let's talk about it)

<https://www.ltai.info/> **0800789321**

Hate Crime

Hate Crime or Incidents is any behaviour that someone thinks was caused by hatred of disability, sexual orientation or gender identity, religion or faith or race.

In an **emergency** call **999** and ask for the Police

Call the Police using the non-emergency **101** number

If you do not want to report directly to the police contact: True Vision:
<http://report-it.org.uk/home>

Contact Stop Hate UK: <https://www.stophateuk.org/>

Contact Victim Support National support number:

24 hrs 0808 168 9111

Website: www.nsvictimcare.org

Norfolk and Suffolk Victim Care service supports victims of crime to cope and recover and is accessible to all victims, irrespective of whether or not the crime has been reported to the Police and when or where the crime occurred. A free and confidential service. You can refer clients or they can self-refer in to the service by completing and sending the form securely via a GCSX account if you have one. Otherwise it should be done over the phone.

Web: nsvictimcare.org

Twitter: [nsvictimcare](https://twitter.com/nsvictimcare)

Facebook: [nsvictimcare](https://www.facebook.com/nsvictimcare)

Email: nsvictimcare@victimsupport.org.uk

Phone: 0300 303 3706 the telephone line is staffed
Mon-Fri 8am – 5pm

County Lines

'County Lines' and the supply of drugs is effectively a gang of at least three people who have established a drug market in a rural town, with origins to an urban city location. For example for Suffolk, it is likely to be a gang from London with them moving into local towns, predominantly Ipswich, Bury St Edmunds and Lowestoft to transport/sell class A drugs (specifically crack cocaine and heroin).

Suspicious signs

Local residents may notice more people living at an address of a vulnerable person. Drug dealers often take over the home, make them sell drugs and use the home as a place for others to take drugs. Unusual activity could include:

- Regular comings and goings from the address from lots of people not known locally in the area
- Anti-social behaviour/activity from a property at night/early morning/signs of drug usage – i.e. needles discarded

- Strange smells coming from the property
- Windows covered or curtains closed all the time
- Cars pulling up to or near the property for a short period of time

What role can the general public/partners play?

If someone is in immediate danger or a crime is taking place:

In an emergency call **999** and ask for the Police

Anyone with information should contact Suffolk Police on **101**

If you would prefer to stay anonymous they should call Crimestoppers anonymously on 0800 555111.

Any information which does not need immediate action please visit the website: **www.suffolk.police.uk**

Professionals and paid carers working with children can contact the MASH (Multi-Agency Safeguarding Hub) consultation line on 0345 606 1499 Mon to Thurs 9am to 5pm and on Fridays from 9am to 4.25pm.

For more information visit: **www.suffolk.gov.uk** and search for 'Reporting a child at risk of harm'

Domestic Abuse

Domestic abuse has a negative impact upon many families, individuals and households across Suffolk.

In an **emergency** call **999** and ask for the Police

Call the Police using the non-emergency **101** number

For Suffolk, Anglia Care Trust (ACT) provides the Domestic Abuse Outreach Service (DAOS) for the county, working with individuals and families irrespective of whether they are living together or apart. The service comprises of 4 elements:

- Crisis Support
- Intensive Support
- Advice and Guidance
- Specialist Male Victim Support

Email:
admin@angliacaretrust.org.uk

Website:
<http://www.angliacaretrust.org.uk>

Crisis Helpline - 24 hr Telephone:
 0800 977 5690

Support for Women:

24-hour National Domestic Violence Freephone Helpline: 0808 2000 247

Website:
www.nationaldomesticviolencehelpline.org.uk

Support for Men:

ManKind confidential helpline:
 01823 334244

Website: www.mankind.org.uk

Sexual Abuse

Support for adults who experienced sexual abuse in childhood and men who have experienced sexual violence in adulthood:

Website:
www.survivorsintransition.co.uk

Email:
support@survivorsintransition.co.uk

Telephone: 01473 232499

Therapy service for children who have disclosed sexual abuse

Website: www.fsnb.org.uk

Email: admin@fsnb.org.uk

Telephone: 01473 353355

Support for women and girls 14+ who have experienced any form of sexual violence

Website: www.srchelp.org.uk

Telephone: 01473 231200

Helpline: 0800 0850 520 (Tues / Thurs 7-9pm)

Appendix F: GDPR and cyber security

exceptional cases, even criminal investigations.

Handling personal data

GDPR stands for General Data Protection Regulation, new laws which from May 2018 replaced the existing UK laws, the 1998 Data Protection Act. GDPR regulates the way we can handle personal data.

There are four key principles that you must remember when handling personal data.

What is personal data

Personal data is any data that could be used to identify someone, such as: their name, date of birth, address, occupation, sexual orientation, IP address, and national insurance number. Some personal data is sensitive data, such as health, race, ethnicity, sex life, criminal record, religious beliefs, political opinions, trade union membership, and genetic and biometric data. Personal data includes *opinions* as well as *facts*. The Council collects and uses personal data in a number of ways as part of providing residents with services.

1. Compliance — We must be able to prove that we are compliant with GDPR, meaning that we will have to maintain an Information Asset Register, a description of the personal data assets we hold and the legal reasons for holding them.
2. Transparency – We must be transparent with how we use our data and must provide people with a privacy notice or information notice, which should provide detailed information on what data we will collect, how we will use the data, who it will be shared with and how long it will be kept for. If contacting customers, you may also need to ask them to opt-in to being contacted again every time you speak with them.
3. Data minimisation – Information should not be collected for the sake of it. The minimum amount of data possible should be collected. The data must also not be kept for longer than

If we handle personal data incorrectly, it could lead to fines of up to €20m or 4% of the Council's annual turnover, public embarrassment, and a loss of public trust. You as a councillor could also face disciplinary actions, and in

necessary and should be deleted when it is no longer useful.

4. Individuals' rights – Individuals have the right to request a copy of any personal data we have on them, the right to have that data erased ('the right to be forgotten'), and the right to restrict and object to what we are using that data for. If working with children's data, we will need to have parental consent.

If personal data is misused, inappropriately accessed, or lost, this could be a *personal data breach* and must be reported according to the Council's data breach reporting process. All breaches must be reported immediately, as the Council must report them to the UK Information Commissioner within 72 hours.

Cyber awareness matters

The Council is a gateway to central government and crucial public services. As such it is a target for hacking and other cyber-attacks. Human error can sometimes put the Council's cyber security at risk, but there are certain things you can do to minimise this risk. One study found that 55% of cyber security issues were caused by human error – things such as having simple passwords or clicking on email links.

Passwords

Good password practice is very important. You must have a strong and secure password.

- It should be long, such as a line from your favourite song.
- Substitute some letters for capitals and some for numbers or symbols.
- Use different passwords for each account.
- Don't leave your password written anywhere visible.
- Change it as soon as you suspect your account has been compromised.
- Don't use obvious patterns: for example, when prompted by the system to change your password, do not change it from 'Password 23' to 'Password 24'.

Hackers use automated systems to quickly run through hundreds of options, and the more unpredictable your password is, the longer it will take the hacker.

Scams

Scams are tricks designed to fool you into giving valuable information away without realising it. There are several different types.

1. Phishing attacks – This attack uses emails to trick you into giving away information by clicking on a link or opening an attachment. You must be vigilant and not click on anything that looks at all suspicious.
 - Phishing emails are often filled with a sense of urgency to rush you into clicking.
 - Phishing emails often use deceptive links. Before clicking a hyperlink that may look legitimate, make sure to hover your mouse over it without clicking, and the real web address will be shown.
 - The email address that the email is from may be slightly off, perhaps just by one character.
 - Phishing emails often use a generic greeting like ‘dear customer’.
 - Phishing emails often use poor spelling and grammar.

2. Spear phishing – These are highly specific, targeted phishing attacks.
 - Do you know the sender? Does the tone sound like them?
 - Call or text the sender to confirm.

3. Telephone scams – Scammers may call you and pretend to be someone legitimate.
 - Never give someone remote access to your computer.
 - Never give out your password over the phone.
 - Be sceptical. If you are suspicious, hang up and call back on the approved number that you already know.

Always think before you click! If you do click something suspicious, don't worry, just turn off your computer and call the service desk as soon as possible.

Social media

Councils now use social media to deliver and promote services. Individual employees often use social media in their personal lives. Social media can be a window into your life, which can make it an ideal place to look for scammers trying to target you through spear phishing. When using social media, you should:

- Have secure passwords.
- Have a unique password for each social media site.

- Make sure you understand the privacy settings and who can see your posts.
- Two-step authentication is a service some social media sites use, where they text a code to your phone before allowing you to log in. This gives you an extra layer of security and control.

Internet security

Staying safe and secure online is important. Some handy tips are:

- Be careful of public wifi – it is never clear who set it up and who could be looking in your browser. If you have to use public wifi for Council work, make sure you are using the secure remote servers set up for you. Never allow the web browser to store your password for you, and make sure you log out of your accounts when you are done.
- Never download unapproved software without running it past the IT department. The software you download could contain viruses which would compromise the Council's network.
- Do not access websites containing pornography, nudity, obscene, hateful or

offensive content. Such sites can often contain viruses.

Online services and file sharing

Cloud services are a useful way to store work remotely. However, be very careful of free services that anyone can sign up to. You don't know who is controlling that stored data. You can only use the Council's approved cloud services.

Email accounts

You must not use a personal email address for Council work, which includes setting up your emails to automatically forward to your personal address. You must not use your Council email address for personal business, such as online banking.

Portable devices and apps

If you are accessing Council data through a portable device like a phone, you need to:

- Make sure you keep your phone's software updated, which will help to keep it secure.
- Don't download any unapproved apps onto your work phone.
- Keep location tracking turned off when possible.

- Disable Bluetooth, and if you need to have it on, mark yourself as 'undiscoverable' and only accept connections from approved and trusted networks.
- Lock it when you are not using it.
- If the phone is lost or stolen, report it to the IT department immediately.
- always make sure they are showing a valid visitor pass.
- Look out for tailgaters – someone who follows closely behind another person to gain access to a building or secure area that they do not have the correct security passes for.
- When using devices in a public place, be aware other people can see your screen or listen to your conversation.

Offline security

Security risks are not limited to the online sphere. You should:

- Always lock your devices when away from them and turn them off when they are not in use.
- Never let anyone else use your devices.
- Keep hard copy documents to a minimum and dispose of them using the confidential waste bins.
- Lock away all equipment and hard copy documents when you are not there.
- Always wear your identity pass when you are on Council property and remove it when you leave.
- Always stay with any visitors you have on Council sites; never leave them unattended and
- Be careful what you take home or in public.
- Always report theft or loss of equipment or documents immediately.

Here to help you

We all have a responsibility to keep information secure. The IT service is here to help and has a wide range of knowledge and skills that can solve most of your problems. You can always find IT staff ready to help on the IT Platform on the first floor of Endeavour House, or just call 01473 265 555.

Appendix G: Councillor and officer protocol

It is very important that Councillors and staff have an open, honest, and productive relationship characterised by mutual respect, informality and trust. Good member-staff relationships are essential to the running of local government. Both Councillors and staff are servants of the public, with distinct responsibilities:

- Staff are responsible to the Council and can stay in their jobs for unlimited lengths of time.
- Councillors are responsible to the electorate and serve as long as their term of office lasts.

While mutual respect between Councillors and staff is essential, personal relationships or close personal familiarity between Councillors and staff can be damaging to all involved. Councillors and staff should at all times avoid any occasion for suspicion and any appearance of improper conduct. Where there is a close relationship, it should be

declared by both the Councillor and officer to the Chief Executive who will treat them as confidential. The Councillor should also advise their Group Leader. A close relationship includes any family relationships, business relationships, or friendships.

Staff must:

- Give advice to Councillors and to the authority, including expressing their professional opinion and recommendations.
- Carry out the authority's work under the direction and control of the Council, its committees and panels.
- Be politically neutral.

Councillors must:

- Provide political leadership and determine the policy of the authority.
- Monitor and review the performance of the authority in implementing its policy and delivering services.
- Represent the authority externally.
- Act as advocates for their constituents.

- If they are on the Cabinet, Councillors must also complete their executive functions in accordance with the constitution.
- Be aware of the power relationship between Councillors and staff, and the potential vulnerability of staff, particularly at junior level.

If a Councillor is dissatisfied with the conduct, behaviour or performance of a member of staff, the matter should be raised with the appropriate Assistant Director. Where the member of staff concerned is Assistant Director, the matter should be raised with the Chief Executive.

Councillors must not:

- Involve themselves in day-to-day management and service delivery if they are not on the Cabinet. Cabinet members should do so through contact with senior staff connected to their portfolios.
- Pressure staff to make recommendations contrary to their professional view.
- Obstruct staff from or victimise staff for discharging their statutory responsibilities, such as the Chief Executive, Monitoring Officer, and Section 151 Officer.
- Require staff to do something which falls outside of their usual working hours.

Appendix H: Using the Mod.gov app to access council papers

Modern.Gov is a decision management system used to prepare and publish Committee papers.

Members can access private (restricted) papers by using the “Mod.Gov App”. The Mod.gov app allows for downloading, viewing, and annotating meeting papers. The App shows the most recent and any new Committee papers. In order to access past papers Members will need to logon through the intranet.

Mod.Gov App

- Members will be required to download the “Mod.Gov” App from the App Store.



Mod.Gov

- Democratic Services will set Members with a logon name, and password for accessing restricted papers in Mod.Gov.

- Democratic Services will send a “Registration request” email, which will include a link. Members will be required to click on link on the relevant device which has had the App installed, and then enter the logon details supplied by Democratic Services.
- Select Babergh and Mid Suffolk from the list of “Publishers”.
- Select all the relevant committees from the list of “Select committees”.
- Members will be able to:
 - use built-in bookmarks to jump around the document;
 - search for text within the document;
 - move to specific pages using a page slider;
 - highlight or underline text in a document;
 - write or draw freehand;
 - add text notes;
 - easily find personal annotations;
 - find the documents marked up;
 - quickly check for new publications;
 - choose how long documents are held for.

Appendix I Public Realms Areas of Coverage

| Mid Suffolk | |
|---|------------------------|
| Countryside Sites managed | 61000 m ² |
| Grass (minimum 6 cuts per year) | 939296 m ² |
| Hard Surfaces swept and sprayed | 104392 m ² |
| Hedges maintained | 12375 m |
| Public parks managed | 67500 m ² |
| Shrum beds maintained | 21526 m ² |
| Public Highway swept | 495822 m |
| Sheltered Housing maintained | 108817 m ² |
| Dog Waste and Litter bins (each emptied weekly) | 1070 |
| Woodland managed | 8457 m ² |
| Playgrounds - inspected weekly, managed, maintained | 21 |
| Babergh | |
| Countryside Sites managed | 110000 m ² |
| Grass (minimum 6 cuts per year) | 1150628 m ² |
| Hard Surfaces swept and sprayed | 102783 m ² |
| Hedges maintained | 22426 m |
| Public park managed | 89459 m ² |
| Shrum beds maintained | 43848 m ² |
| Public Highway swept | 547959 m |
| Sheltered Housing maintained | 107874 m ² |
| Dog Waste and Litter bins (each emptied weekly) | 835 |
| Woodland managed | 61013 m ² |
| Playgrounds - inspected weekly, managed, maintained | 20 |



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